



Notice of Convocation

The 160th Ordinary General Meeting of Shareholders

TEIJIN LIMITED

Disclaimer: Please note that the following is a translation of the original Japanese documents prepared for the convenience of our non-Japanese shareholders with voting rights. Although this translation is intended to be complete and accurate, the Japanese original shall take precedence in the case of any discrepancies between this translation and the original. Certain information regarding voting procedures that is not applicable for shareholders resident outside Japan has been omitted or modified as applicable. In addition, these materials will not facilitate your status as a registered shareholder authorized to attend the Ordinary General Meeting of Shareholders. Every shareholder attending the Ordinary General Meeting of Shareholders is required to present the Voting Card to the receptionist at the meeting.

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Message from Representative Director, President and CEO

Dear Shareholders and Investors

First of all, we would like to extend our heartfelt gratitude for your understanding and supporting to the Teijin Group's business activities.

We announced the “Teijin Group Medium-Term Management Plan 2024-2025” in May 2024, identifying “Restoration of Core Profitability through Completing Profitability Improvements” and “Business Portfolio Transformation” as top-priority issues, and steadily promoted divestment of non-core and unprofitable businesses. As seen in segments such as the Apparel & Industries (Fibers & Products Converting Business) and the Healthcare & Life Solutions (home healthcare business), our business model accurately identifies customer needs, integrates external materials, processing, and services rather than strictly relying on our own materials or in-house production. We have positioned our “Customer-Driven Business Models” as our key strength, and have been driving business transformation. As part of these initiatives, in December 2025, we entered into a basic agreement regarding the business integration of Teijin Frontier Co., Ltd. and Asahi Kasei Advance Corporation.

In May 2026, we announced the “Teijin Group Medium-Term Management Plan 2026-2028” and, with the aim of returning to a growth trajectory, identified three key issues to be addressed: (i) Sustainable profit growth with Customer-Driven businesses, (ii) Establishing a high-quality profit base through structural reforms, and (iii) Strengthening the management system that supports Customer-Driven businesses. With unwavering determination, we will steadily implement measures to address these issues and enhance our corporate value.

A guiding principle for promoting these initiatives is the Teijin Group’s Purpose, “Pioneering solutions together for a healthy planet.” Based on this Purpose, we will strive to achieve our Long-Term Vision “To be a company that supports the society of the future” by addressing social issues.

We look forward to the continued support of you.

We also ask our shareholders to exercise your voting rights so that your valuable opinions will be reflected in our management.

May 28, 2026
Akimoto Uchikawa
Representative Director
President and CEO
Teijin Limited
2-4, Nakanoshima 3-chome, Kita-ku, Osaka, Japan

Securities code: 3401

May 28, 2026

Dear Shareholders

Akimoto Uchikawa
Representative Director
President and CEO
Teijin Limited
2-4, Nakanoshima 3-chome,
Kita-ku, Osaka-city,
Osaka 530-8605,
Japan

Notice of Convocation of the 160th Ordinary General Meeting of Shareholders

You are cordially invited to attend the 160th Ordinary General Meeting of Shareholders of Teijin Limited (“the Company”) to be held as set forth below.

Upon convening a General Meeting of Shareholders, the Company takes measures for providing information that constitutes the Content of Reference Documents for the General Meeting of Shareholders etc. in electronic format, and the information is posted on each of the following websites on the Internet. Please review the information by accessing one of these websites.

[Company Website]

<https://www.teijin.com/ir/stocks/general-meeting/>

[Tokyo Stock Exchange's website (Tokyo Stock Exchange Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Please access the “Tokyo Stock Exchange Listed Company Search” above and enter the Company’s name (Teijin) under the “Issue name” or the Company’s securities code (3401) under the “Code” and press “Search.” Click “Basic information,” and select “Documents for public inspection/PR information.” Then check the “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting]” under “Filed information available for public inspection.”

[Website for materials concerning the General Meeting of Shareholders]

<https://d.sokai.jp/3401/teiji/> *Japanese only

If you do not expect to attend the meeting, you may exercise your voting rights on the Internet etc. or voting card (by mail). Please review the Reference Documents for the General Meeting of Shareholders, and exercise your voting rights by 5 p.m., Thursday, June 18, 2026 (Japan Time).

[In case of voting by Mail] Please indicate your approval or disapproval of the proposals on the enclosed Document for the “Exercise of Voting Rights”, and mail the document so that it arrives by the above deadline time.

[In case of voting by Internet etc.] Please access to the website to exercising voting rights (<https://evote.tr.mufg.jp/>) through personal Computer or Smartphone with the log-in ID and temporary password indicated in the enclosed Document for the Exercise of Voting Rights, and input your approval or disapproval of the proposals according to the instructions on the screen.

Details

1. Date and Time of the Meeting:

Friday, June 19, 2026, at 10 a.m. (Japan Time)

(The door will open at 9 a.m. (Japan Time))

2. Place:

The Westin Osaka, 2nd Floor, Rose Room, 1-20, Oyodonaka 1-chome, Kita-ku, Osaka-city, Osaka, Japan

3. Purposes

Reports

The Business Report, Consolidated Financial Statements, Non-Consolidated Financial Statements and the Report on the results of the audit of Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee for the 160th Fiscal Year (April 1, 2025 to March 31, 2026)

Proposals

Proposal 1: Election of Six (6) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

Proposal 2: Election of One (1) Director Who Is an Audit & Supervisory Committee Member

4. Decision on Convocation

- (1) If you do not indicate either approval or disapproval on the Document for the Exercise of Voting Rights (by mail), we shall treat such “no answer” as your approval for the Company’s Proposals.
- (2) In the event you exercise your voting rights several times via the Internet voting system, the final voting rights exercised shall prevail.
- (3) In the event of an overlap in the exercise of your voting rights via your Document for the Exercise of Voting Rights and the Internet voting system, the exercise of voting rights via the Internet voting system shall prevail regardless of the arrival date of the mailed vote.
- (4) In the event of exercising your voting rights by proxy, one (1) shareholder with voting rights authorized as your proxy can attend this General Meeting of Shareholders. However, please note that it will be necessary for the proxy to submit written proof of power of attorney.

© If any modification occurs regarding this Notice of Convocation of the Ordinary General Meeting of Shareholders and the electronic provision measures, we will post the details of the modification, both before and after, on the websites as indicated above.

Reference Documents for the General Meeting of Shareholders Proposals and Reference Items

Proposal 1: Election of Six (6) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The terms of office of all six (6) Directors (excluding Directors who are Audit & Supervisory Committee Members) will expire at the conclusion of this General Meeting of Shareholders. Shareholders are therefore requested to elect the following six (6) Directors (excluding Directors who are Audit & Supervisory Committee Members) (all of whom are up for reelection).

When selecting candidates, the Nomination Advisory Committee chaired by an Independent Outside Director deliberated on the candidates based on “Skills that are particularly expected to contribute to fulfilling the roles and responsibilities of the Board of Directors and the Audit & Supervisory Committee” (please refer to the skills matrix provided later). This proposal was then submitted to and approved by the Board of Directors. The candidates for Directors (excluding Directors who are Audit & Supervisory Committee Members) are as follows:

Candidate No.	Candidate attributes (Gender)	Name Date of birth	Current position and responsibility	Participation in the Board of Directors Meetings in FY2025	Tenure	Nomination Advisory Committee	Compensation Advisory Committee
1	Reelection (Male)	Akimoto Uchikawa January 18, 1966	Representative Director, President and CEO	13 times out of 13 (100%)	5 years	○	○
2	Reelection (Male)	Naohiko Moriyama May 20, 1965	Representative Director, Senior Executive Officer, Chief Strategy Officer	13 times out of 13 (100%)	5 years	—	—
3	Reelection (Male)	Yuji Nakahara June 23, 1969	Director, Executive Officer, Chief Technology Officer, , Group President of Specialty Materials	9 times out of 9 (100%)	1 year	—	—
4	Reelection Outside Independent (Male)	Masaaki Tsuya June 22, 1952	Outside Director	13times out of 13 (100%)	4 years	○	○
5	Reelection Outside Independent (Female)	Reiko Kusunose October 2, 1965	Outside Director	13 times out of 13 (100%)	2 years	○	○
6	Reelection Outside Independent (Male)	Toichi Maeda December 24, 1955	Outside Director	9 times out of 9 (100%)	1 year	○	○

“Independent” indicates an independent director as stipulated by the Tokyo Stock Exchange.

In the table above, “○” indicates a candidate is a current member of the Nomination Advisory Committee and the Compensation Advisory Committee.

Note 1: There are no special interests between any of the candidates and the Company.

Note 2: As for “Directors and Officers Liability Insurance Contract,” please refer to the “Directors and Officers Liability Insurance Contract related to candidates for Directors (including Directors who are Audit & Supervisory Committee Members)” provided later.

Candidate No.	Name (Date of Birth)	Personal History, Positions and Significant Concurrent Positions		Number of Company's Shares Owned
1	[Reelection] [Male] Akimoto Uchikawa January 18, 1966 (FY2025) [Participation in the Board of Directors] 13 times out of 13 (100%)	March 1990 April 2017 April 2020 April 2021 June 2021 April 2022	Joined Teijin Limited Teijin Group Corporate Officer Management Coordinator for the President, Material Business of Teijin Group Assistant to General Manager, Fibers and Products Converting Business Group (Responsible for Technology, Production, Restructuring Initiatives) Teijin Group Corporate Officer General Manager, Composites Business Unit Teijin Group Executive Officer President, Material Business of Teijin Group Director, Executive Officer Representative Director, President and CEO (Incumbent)	64,485 shares
[Reason for nomination of the candidate for Director and expected roles] Based on his extensive knowledge and business experience related to technologies, Akimoto Uchikawa has taken a leading role in restructuring the Company's business and improving its profitability, mainly in the Materials Business Field including its overseas business. After he assumed the post of Representative Director, President and CEO, he swiftly drove major transformations to strengthen the earnings base of the Teijin Group, including the implementation of restructuring initiatives involving fixed costs reductions in underperforming businesses, as well as the divestiture of non-core businesses and strategic business integrations. The Company determined that it needs his experience and insights in order to increase shareholder value and corporate value through the realization of the Medium-Term Management Plan, decision-making on matters that are significant to the Company, and execution of business operations. The Company therefore respectfully requests that he be reelected as a Director.				
2	[Reelection] [Male] Naohiko Moriyama May 20, 1965 (FY2025) [Participation in the Board of Directors] 13 times out of 13 (100%)	March 1990 April 2017 April 2019 April 2021 June 2021 October 2022 April 2023 June 2024 September 2024 February 2026	Joined Teijin Limited Teijin Group Corporate Officer Management Coordinator for the President, Healthcare Business of Teijin Group Teijin Group Corporate Officer General Manager, Healthcare New Business Division Teijin Group Executive Officer President, Healthcare Business of Teijin Group General Manager, Healthcare New Business Division Director, Executive Officer Director, Executive Officer, Chief Officer (Corporate Strategy) Director, Senior Executive Officer, Chief Officer (Corporate Strategy) Representative Director, Senior Executive Officer (Incumbent) Chief Officer, Corporate Strategy, Chief Financial Officer Chief Strategy Officer, Chief Financial Officer Chief Strategy Officer (Incumbent)	32,187 shares
[Reason for nomination of the candidate for Director and expected roles] Based on his knowledge and experience related to technologies, Naohiko Moriyama has been working on formulating and promoting the Company's growth strategies and implementing reforms in the fields of healthcare business and corporate strategy. After he assumed the post of Director, he took a leading role as Chief Strategy Officer in the formulation of the short-term and Medium-Term Management Plans and contributed establishing the direction for our business portfolio reform and sustainable growth. The Company determined that his experience and insights enable strategic responses to various obstacles that may arise in promoting the medium-term management plan, and that such experience and insights are necessary in order to increase shareholder value and corporate value through decision-making on matters that are significant to the Company, as well as the execution of business operations. The Company therefore respectfully requests that he be reelected as a Director.				
3	[Reelection] [Male] Yuji Nakahara June 23, 1969 (FY2025) [Participation in the Board of Directors] 9 times out of 9 (100%)	April 1995 September 2003 December 2009 February 2013 August 2015 August 2019 June 2023 October 2024 June 2025	Joined JGC CORPORATION (currently JGC HOLDINGS CORPORATION) Joined McKinsey & Company Partner, Leader of Chemicals, Energy and Material Practice, McKinsey & Company Joined Royal DSM (currently DSM-FIRMENICH) President and Representative Director, DSM Japan K.K. (currently DSM K.K.) Vice President, Global Nutrition Lipids, Royal DSM Vice President, Business Process Excellence, Royal DSM Joined Teijin Limited Teijin Group Corporate Officer, Chief Technology Officer Director, Corporate Officer, Chief Technology Officer	5,726 shares

		April 2026	Director, Executive Officer (Incumbent) Chief Technology Officer, Group President of Aramid/Carbon Fibers/Composites Business	
		May 2026	Chief Technology Officer, Group President of Specialty Materials (Incumbent)	
[Reason for nomination of the candidate for Director and expected roles] Yuji Nakahara has extensive experience in leading various business operations and projects in global business companies and a global consulting firm, specializing in engineering and chemistry, while also being involved in company management. After he assumed the post of Director, he worked in his capacity as Chief Technology Officer, to create new growth opportunities by linking the Teijin Group's technological capital and intellectual capital with partners both within and outside the Teijin Group, while making particular efforts to enhance the added value of specialty materials. The Company determined that these initiatives undertaken by him played an important role in accelerating the transformation of the business model and establishing sustainable competitive advantages, and that his experience and insights are necessary in order to accelerate the Company's growth and to increase shareholder value and corporate value through decision-making on matters that are significant to the Company, as well as the execution of business operations. The Company therefore respectfully requests that he be reelected as a Director.				
4	[Reelection] [Male] [Outside] [Independent] Masaaki Tsuya June 22, 1952 (FY2025) [Participation in the Board of Directors] 13 times out of 13 (100%)	April 1976 March 2006 March 2008 September 2011 March 2012 March 2013 March 2016 March 2020 March 2021 June 2022	Joined Bridgestone Corporation Vice President and Officer, Bridgestone Corporation Director, Vice President and Senior Officer, Bridgestone Corporation Representative Director and Senior Vice President, Bridgestone Corporation Representative Director, CEO, Bridgestone Corporation Representative Director, CEO and Chairperson of the Board, Bridgestone Corporation Representative Executive Officer, CEO and Chairperson of the Board, Bridgestone Corporation Chairperson of the Board, Bridgestone Corporation External Advisor, Bridgestone Corporation (Incumbent) Director, Teijin Limited (Incumbent)	3,400 shares
(Significant Concurrent Positions) External Advisor, Bridgestone Corporation				
[Reason for nomination of the candidate for Outside Director and expected roles] Masaaki Tsuya served consecutively as Representative Executive Officer, CEO and Chairperson of the Board at a listed company, and has extensive management experience and a high level of insight. Based on these insights, he provides accurate observations and valuable advice at meetings of the Board of Directors as an Outside Director of the Company. In addition, as the Chair of the Board, he takes the lead in overseeing the Board of Directors. As a member of the Nomination Advisory Committee and the Compensation Advisory Committee, he also provides accurate observations and valuable advice on matters including the appointment of Directors and others, the development of succession plans for CEO candidates, the review of the compensation system for Directors, and the performance evaluation of Directors and others including CEO. The Company determined that in order to increase shareholder value and corporate value, it needs him to participate in decision-making on matters that are significant to the Company, oversee the execution of business operations, and provide advice to management from an objective and independent standpoint as an Outside Director through the Board of Directors, the Nomination Advisory Committee, and the Compensation Advisory Committee. The Company therefore respectfully requests that he be reelected as an Outside Director. He was formerly affiliated with Bridgestone Corporation, with which the Company has business transactions. The amount of transactions between Bridgestone Corporation and the Company accounts for less than one (1) % of the consolidated total revenue of either company.				
Note 1: Masaaki Tsuya is a candidate for Outside Director. The Company requires a candidate for Outside Director to fulfill all the requirements for an Independent Director as stipulated by the Company. He fulfills all the prescribed requirements. He also fulfills the requirements for Independent Director set forth by the Tokyo Stock Exchange. In light of this, the Company has registered him as an Independent Director with the Tokyo Stock Exchange. The contents of the requirements of "Independent Director" stipulated by the Company can be viewed at the Company's website: (https://www.teijin.com/ir/governance/requirements/)				
Note 2: Masaaki Tsuya currently serves as an Outside Director of the Company. In accordance with Article 427 of the Companies Act and the Company's Articles of Incorporation, the Company and he have entered into a "Limited Liability Agreement" in which the limit of liability is 20 million yen or the minimum amount of liability set forth in Article 425, Paragraph 1 of the Companies Act, whichever is higher. When the reelection of him as an Outside Director is approved, the Company will extend a said agreement with him.				
Note 3: The date of the first election of Masaaki Tsuya as Outside Director and the tenure in position as Outside Director before the closing of this General Meeting of Shareholders are follows. Date of first election: June 22, 2022; Tenure in position: four (4) years				
5	[Reelection] [Female] [Outside] [Independent] Reiko Kusunose October 2, 1965 (FY2025) [Participation in the Board of Directors] 13 times out of 13 (100%)	April 1990 August 1998 October 2001 October 2005 July 2011 June 2013	Joined Sumitomo Bank, Limited (currently Sumitomo Mitsui Banking Corporation) Joined Hyperion Co., Ltd. (currently Oracle Corporation) Joined Fuji Heavy Industries Ltd. (currently SUBARU CORPORATION) Head of Public Relations and Investor Relations, Fuji Heavy Industries Ltd. Deputy General Manager, North America Business Planning Department, SUBARU Overseas Sales & Marketing Division 1, Fuji Heavy Industries Ltd. Joined LIXIL Corporation	1,400 shares

	April 2015	CFO, Toilet & Vanity GBU, LIXIL Corporation Corporate Director, LIXIL Corporation
	July 2019	CFO, LIXIL Water Technology Japan Corporate Officer, LIXIL Corporation
	February 2020	Manager of Finance Standardization Promotion Department, Finance and Treasury Division, LIXIL Corporation Joined Nippon Sheet Glass Co., Ltd.
	July 2020	Senior Corporate Officer, Deputy Chief Financial Officer, Nippon Sheet Glass Co., Ltd.
	May 2022	Senior Executive Officer, Chief Financial Officer, Nippon Sheet Glass Co., Ltd.
	June 2024	Outside Director, NIPPO CORPORATION (Incumbent) Director, Teijin Limited (Incumbent) Outside Director, BUNKA SHUTTER CO., LTD. (Incumbent)
	(Significant Concurrent Positions)	
	Outside Director, NIPPO CORPORATION	
	Outside Director, BUNKA SHUTTER CO., LTD.	

[Reason for nomination of the candidate for Outside Director and expected roles]
Reiko Kusunose took charge of corporate reforms, global organizational management, and CFO duties at companies which went through business mergers, and has also actively promoted Diversity, Equity & Inclusion within and outside companies. Based on these insights, she provides accurate observations and valuable advice on matters such as our business portfolio transformation, financial strategy and diversity at meetings of the Board of Directors as an Outside Director of the Company. In addition, as the Chair of the Compensation Advisory Committee, she leads discussions on the review of the compensation system for Directors and the evaluation of the performance of Directors including CEO. As a member of the Nomination Advisory Committee, she also provides accurate observations and valuable advice on matters including the appointment of Directors and others, and the development of succession plans for CEO candidates. The Company determined that in order to increase shareholder value and corporate value, it needs her to participate in decision-making on matters that are significant to the Company, oversee the execution of business operations, and provide advice to management from an objective and independent standpoint as an Outside Director through the Board of Directors, the Nomination Advisory Committee, and the Compensation Advisory Committee. The Company therefore respectfully requests that she be reelected as an Outside Director. She was formerly affiliated with Nippon Sheet Glass Co., Ltd. and LIXIL Corporation, both of which have business transactions with the Company. The amounts of transactions between LIXIL Corporation and the Company, as well as transactions between Nippon Sheet Glass Co., Ltd. and the Company, account for less than one (1) % of the consolidated total revenue of either company.

Note 1: Reiko Kusunose is a candidate for Outside Director. The Company requires a candidate for Outside Director to fulfill all the requirements for an Independent Director as stipulated by the Company. She fulfills all the prescribed requirements. She also fulfills the requirements for Independent Director set forth by the Tokyo Stock Exchange. In light of this, the Company has registered her as an Independent Director with the Tokyo Stock Exchange. The contents of the requirements of "Independent Director" stipulated by the Company can be viewed at the Company's website: (<https://www.teijin.com/ir/governance/requirements/>)

Note 2: Reiko Kusunose currently serves as an Outside Director of the Company. In accordance with Article 427 of the Companies Act and the Company's Articles of Incorporation, the Company and she have entered into a limited liability agreement in which the limit of liability is 20 million yen or the minimum amount of liability set forth in Article 425, Paragraph 1 of the Companies Act, whichever is higher. When the reelection of her as an Outside Director is approved, the Company will extend its limited liability agreement with her.

Note 3: Reiko Kusunose's name on the family register is Reiko Ishii.

Note 4: On April 20, 2024, while she was serving as an Outside Director of NIPPO CORPORATION, the said company publicly disclosed the fact that its subsidiary delivered asphalt mixtures with specifications different from the design documents in some construction projects, and on April 11, 2025, the said company received a suspension of designation for up to four months from the regional development bureaus of the Ministry of Land, Infrastructure, Transport and Tourism, etc. As an Outside Director of the said company, she has been at the Board of Directors' meetings of the said company, pointing out the importance of complying with laws and regulations, and making suggestions for supervision over the operation of whistle-blowing system, as well as supervision over the operation of the risk management system and improvement thereof. Since she became aware of this issue, she has fulfilled her responsibilities as an Outside Director by communicating with the management to ensure compliance and reduce the risk of damage to corporate value, and by supervising to ensure that an external investigation committee is established and appropriate actions are taken within the said company.

Note 5: The date of the first election of Reiko Kusunose as Outside Director and the tenure in position as Outside Director before the closing of this General Meeting of Shareholders are follows.

Date of first election: June 20, 2024; Tenure in position: two (2) years

6	[Reelection] [Male] [Outside] [Independent]	April 1981 April 2007	Joined EBARA CORPORATION Executive Officer, Deputy Head of Custom Pump Business Unit, Fluid Machinery & Systems Company, Director of Haneda Plant, and Deputy Director of Haneda Office, EBARA CORPORATION	100 shares
	Toichi Maeda December 24, 1955 (FY2025)	April 2010 April 2011	Managing Executive Officer, EBARA CORPORATION Head of Custom Pump Business Unit, Fluid Machinery & Systems Company, EBARA CORPORATION	
	[Participation in the Board of Directors] 9 times out of 9 (100%)	June 2011 April 2012 April 2013	Director, EBARA CORPORATION President, Fluid Machinery & Systems Company, EBARA CORPORATION Representative Director and President, EBARA CORPORATION	

	June 2015	President, Representative Executive Officer, EBARA CORPORATION
	March 2019	Chairman & Director, EBARA CORPORATION
	March 2024	Outside Director, KITZ Corporation (Incumbent)
	June 2025	Director, Teijin Limited (Incumbent)
	(Significant Concurrent Positions) Outside Director, KITZ Corporation	

[Reason for nomination of the candidate for Outside Director and expected roles]
Toichi Maeda served consecutively as President, Representative Executive Officer and Chairman of the Board at a listed company, and has extensive management experience and a high level of insight. Based on these insights, he provides accurate observations and valuable advice at meetings of the Board of Directors as an Outside Director of the Company. In addition, as the Chair of the Nomination Advisory Committee, he leads discussions on setting the agenda, the appointment of Directors and others, and the development of succession plans for CEO candidates. As a member of the Compensation Advisory Committee, he also provides accurate observations and valuable advice on matters including the review of the compensation system for Directors and the evaluation of the performance of Directors including CEO. The Company determined that in order to increase shareholder value and corporate value, it needs him to participate in decision-making on matters that are significant to the Company, oversee the execution of business operations, and provide advice to management from an objective and independent standpoint as an Outside Director through the Board of Directors, the Nomination Advisory Committee, and the Compensation Advisory Committee. The Company therefore respectfully requests that he be reelected as an Outside Director. He was formerly affiliated with Ebara Corporation, with which the Company has business transactions. The amount of transactions between EBARA CORPORATION and the Company accounts for less than one (1)% of the consolidated total revenue of either company.

Note 1: Toichi Maeda is a candidate for Outside Director. The Company requires a candidate for Outside Director to fulfill all the requirements for an Independent Director as stipulated by the Company. He fulfills all the prescribed requirements. He also fulfills the requirements for Independent Director set forth by the Tokyo Stock Exchange. In light of this, the Company has registered him as an Independent Director with the Tokyo Stock Exchange. The contents of the requirements of "Independent Director" stipulated by the Company can be viewed at the Company's website: (<https://www.teijin.com/ir/governance/requirements/>)

Note 2: Toichi Maeda currently serves as an Outside Director of the Company. In accordance with Article 427 of the Companies Act and the Company's Articles of Incorporation, the Company and he have entered into a limited liability agreement in which the limit of liability is 20 million yen or the minimum amount of liability set forth in Article 425, Paragraph 1 of the Companies Act, whichever is higher. When the reelection of him as an Outside Director is approved, the Company will extend its limited liability agreement with him.

Note 3: On February 20, 2025, while Toichi Maeda was serving as a Director of EBARA CORPORATION, the said company received a recommendation from the Japan Fair Trade Commission under the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors. Although he was not aware of the issue beforehand, he had consistently provided recommendations, etc. from a legal compliance perspective, including at the Board of Directors meeting. After he became aware of the issue, he made further recommendations, etc. regarding the prompt investigation of the issue and the strengthening of the internal control systems and compliance measures to prevent recurrence.

Note 4: The date of the first election of Toichi Maeda as Outside Director and the tenure in position as Outside Director before the closing of this General Meeting of Shareholders are follows.

Date of first election: June 25, 2025; Tenure in position: one (1) year

【Opinion of the Audit & Supervisory Committee】

The Audit & Supervisory Committee reviewed the details of the discussions held by the Nomination Advisory Committee and the Compensation Advisory Committee regarding the election and compensation etc. of the Company's Directors (excluding Directors who are Audit & Supervisory Committee Members), and concluded that there are no particular matters to be pointed out concerning the appropriateness of the examination process and the discussions.

Proposal 2: Election of One (1) Director Who Is an Audit & Supervisory Committee Member

Director Masanori Shimai, who was an Audit & Supervisory Committee Member, resigned from his position on February 2, 2026.

Shareholders are therefore requested to elect the following one (1) Director who is an Audit & Supervisory Committee Member. When selecting the candidate, the Nomination Advisory Committee chaired by an Independent Outside Director deliberated on the candidate based on “Skills that are particularly expected to contribute to fulfilling the roles and responsibilities of the Board of Directors and the Audit & Supervisory Committee” (please refer to the skills matrix provided later). This proposal was then submitted to and approved by the Board of Directors.

Please note that the consent of the Audit & Supervisory Committee has been obtained in advance pertaining to the submission of this proposal.

The candidate for a Director who is an Audit & Supervisory Committee Member is as follows:

Name (Date of Birth)	Personal History, Positions and Significant Concurrent Positions		Number of Company's Shares Owned
[New candidate][Male] Naoki Hamashima October 3, 1969	April 1993 April 2017 April 2018 April 2023 April 2024 July 2024 April 2026	Joined Teijin Limited General Manager, Administration Department, Teijin Pharma Limited General Manager, Finance Department, Teijin Limited General Manager, Public Relations and Investor Relations Department, Teijin Limited Deputy Chief Officer, Corporate Strategy (in charge of stakeholder communication), General Manager, Corporate Communication Department Deputy Chief Financial Officer (in charge of accounting and finance, and Management Support Office) Assistant to Chief Financial Officer (Incumbent)	0 shares
[Reason for nomination of the candidate for Director who is an Audit & Supervisory Committee Member and expected roles] Since joining the Company, Naoki Hamashima has accumulated extensive practical experience mainly in the Accounting and Finance Department, while also engaging in management operations in the Materials Business and Healthcare Business, as well as in duties involving dialogue with stakeholders. Through these experience, in addition to his expertise in accounting and finance, he has developed a deep understanding of the Company's business structure and is well versed in the perspectives of a broad range of stakeholders. The Company determined that it needs his experience spanning both finance & accounting and business management in order to increase shareholder value and corporate value through auditing and supervising the execution of business operations. The Company therefore respectfully requests that he be elected as a Director who is an Audit & Supervisory Committee Member.			
Note 1: There are no special interests between Naoki Hamashima and the Company Note 2: As for “Directors and Officers Liability Insurance Contract,” please refer to the “Directors and Officers Liability Insurance Contract related to the candidate for Director (including Directors who is an Audit & Supervisory Committee Member)” below. Note 3: When the election of Naoki Hamashima is approved, in accordance with Article 427 of the Companies Act and the Company's Articles of Incorporation, the Company and he will enter into a limited liability agreement in which the limit of liability is 20 million yen or the minimum amount of liability set forth in Article 425, Paragraph 1 of the Companies Act, whichever is higher.			

◆Directors and Officers Liability Insurance Contract related to candidates for Directors (including the candidate for Director who is an Audit & Supervisory Committee Member)

The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act, under this insurance contract, the insured are covered for legal damages and litigation costs arising from claims for damages made in connection with the performance of their duties (including omissions). However, claims arising from willful misconduct or gross negligence are not covered under this insurance contract.

All candidates for Directors proposed in Proposal 1 “Election of Six (6) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)” are already insureds of the said insurance contract. When their reelection is approved, they will continue to be covered under the policy. Currently, Directors who are Audit & Supervisory Committee Members will remain insured. The new candidate for a Director proposed in Proposal 2 “Election of One (1) Director Who Is an Audit & Supervisory Committee Member,” will be insured under the said insurance contract when his election is approved.

Note that the insurance premiums are covered in full by the Company. In addition, the said insurance contract is scheduled to be renewed in June 2026.

(Reference) Skills that are particularly expected to contribute to fulfilling the roles and responsibilities of the Board of Directors and the Audit & Supervisory Committee

If Proposal 1 “Election of Six (6) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)” and Proposal 2 “Election of One (1) Director Who Is an Audit & Supervisory Committee Member” are approved as proposed, the composition of directors will be as follows.

Based on the Medium-Term Management Plan and management issues, the Company has established a skills matrix, given the “Reasons for Selecting Skill Items ” .

From the range of knowledge, experience and abilities each person has, we have indicated the “Skills that are particularly expected to contribute to fulfilling the roles and responsibilities of the Board of Directors and the Audit & Supervisory Committee,” with the aim of striking an overall balance in the composition of the Board of Directors and the Audit & Supervisory Committee.

The Company is also making efforts to improve diversity, including gender diversity. If Proposal 1 “Election of Six (6) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)” and Proposal 2 “Election of One (1) Director Who Is an Audit & Supervisory Committee Member” are approved as proposed, the ratio of female directors will be 36% (four (4) female directors: Reiko Kusunose, Tomoko Torii, Tamie Minami, and Yaeko Takeoka). Please note that Tamie Minami is a non-Japanese national.

Name	Position at Teijin	Attributes*	Tenure in Position	Management / Reform		Function / Foundation						
				Management of a (listed) company	Restructuring of business / Internal reform	Production / Technology / Quality / Intellectual Property / DX	Management of a global organization	Human capital / DE&I	Finance / Accounting / IR	Risk management / Legal affairs	Sustainability	
Akimoto Uchikawa	Representative Director, President and CEO		5	○	○	○	○					○
Naohiko Moriyama	Representative Director, Senior Executive Officer		5		○	○				○	○	
Yuji Nakahara	Director, Executive Officer		1		○	○	○					○
Masaaki Tsuya	Director	Outside Independent	4	○	○		○				○	○
Reiko Kusunose	Director	Outside Independent	2		○		○	○	○			
Toichi Maeda	Director	Outside Independent	1	○	○	○	○					○
Tomoko Torii	Director (Full-time Audit & Supervisory Committee Member)		2			○		○				
Naoki Hamashima	Director (Full-time Audit & Supervisory Committee Member)		-							○	○	
Koichi Tsuji	Director (Audit & Supervisory Committee Member)	Outside Independent	3				○			○		
Tamie Minami	Director (Audit & Supervisory Committee Member)	Outside Independent	3		○		○	○				
Yaeko Takeoka	Director (Audit & Supervisory Committee Member)	Outside Independent	1			○					○	

* “Independent” indicates an independent director as stipulated by the Tokyo Stock Exchange.

Note: The table shows skills that are particularly expected to contribute to fulfilling the roles and responsibilities of the Board of Directors and the Audit & Supervisory Committee, and does not represent all of the skills the candidates have. The criteria for “Function / Foundation” is generally around two items.

<Reasons for Selecting Skill Items>

Category	Skill items	Reasons for selecting skill items
Management / Reform	Management of a (listed) company	· In order to identify opportunities and risks in management of a listed company given its management environment and to increase its corporate value, we believe appropriate decision-making and supervision from a comprehensive perspective are important.
	Restructuring of business / Internal reform	· In order to implement portfolio reforms, we believe it is useful to have experience and knowledge of leading change management, such as business restructuring and internal reforms.
Function / Foundation	Production / Technology / Quality / Intellectual Property / DX	· We believe initiatives related to production innovation, quality management and reliability assurance, research and development, intellectual property and DX will become increasingly important as the foundation of competitiveness and profitability improvement.
	Management of a global organization	· We believe knowledge in management of a global organization, which involves different values and complexities, will become useful in maximizing organizational abilities and managing risks.
	Human capital / DE&I	· As initiatives to transform corporate culture through the promotion of the Teijin Group's purpose and initiatives related to human capital to increase the effectiveness of management strategies, we believe it is essential to "ensure that the right people are assigned to the right positions in order to put into practice the strategies" and implement "measures to ensure that human resources can demonstrate their capabilities fully," in order to increase the corporate value.
	Finance / Accounting / IR	· We believe financial strategy, capital policy and communication with capital markets are important in order to build a strong financial foundation that supports portfolio reforms and sustainable growth.
	Risk management / Legal affairs	· In order to maintain and increase the corporate value, we believe it is essential to appropriately address risks that are becoming more complex and sophisticated by gathering and analyzing information.
	Sustainability	· We believe it is important to pursue the enhancement of corporate value from the perspective of sustainability, based on the Teijin Group's purpose of "Pioneering solutions together for a healthy planet."

1. Matters Concerning the Current Status of The Teijin Group (corporate group)

(1) Progress and Results of Business Activities

1) Overview

In FY2025, amid persisting geopolitical risks and the uncertainty that involves trade and industry policy remaining at a high level, the world economy continued to show mixed landscapes in terms of business confidence, depending on regions on the back of the differences in financial policy and trends of demand. While consumer spending remained strong in the United States on the back of the robust employment environment, the trend of recovery was limited in Europe, centering on the manufacturing industry, due to the prolonged high interest rate environment and sluggish demand from abroad. In China, a delay in recovery of domestic demand continued to weigh on the economy. Under these circumstances, the macroeconomic environment remains uncertain due to the situations in which corporate activities are affected by the fluctuations in foreign exchange rates, changes in energy and raw material prices, and the policy trends of various countries.

We announced the “Teijin Group Medium-Term Management Plan 2024–2025” in May 2024, and has been implementing a variety of measures with “Restoration of core profitability through completing profitability improvements” and “Business Portfolio Transformation” as top-priority issues. In FY2025, as a delay in restoration was observed in the Materials Business Field, we implemented fundamental Restructuring Initiatives of our cost structure. In addition, as a strategic move for future growth, we announced the business integration of Teijin Frontier Co. Ltd., a core subsidiary of the Fibers & Products Converting Business, and Asahi Kasei Advance Corporation, and are making preparations toward the integration. In the new Medium-Term Management Plan starting from FY2026, the Company will execute a Growth Strategies centered on a “Customer-Driven business”, building on the Restructuring Initiatives implemented to date.

For FY2025, the Group’s revenue declined 13.2% year on year to 873.2 billion yen, and adjusted operating income (Note) stood at 25.8 billion yen, a decrease of 6.6% year on year. Operating loss was 70.7 billion yen (ref.: operating loss of 71.8 billion yen for the previous fiscal year) mainly due to the recording of impairment losses in the aramid business and the Healthcare Business. Loss attributable to owners of parent was 88.0 billion yen (ref.: profit of 28.3 billion yen for the previous fiscal year). Adjusted operating income by segment decreased due to intensifying competition overall in the Materials Business Field and the influence of large-scale periodical maintenance in the aramid business. In the Fibers & Products Converting Business, sales volume was robust in general, while adjusted operating income decreased slightly. In the Healthcare Business, adjusted operating income increased mainly due to the increases in the number of rented home healthcare devices and licensing fees. As a result, ROE was -22.1%, and ROIC was 2.6%. EBITDA was 86.1 billion yen.

Note: Adjusted operating income is calculated by adding share of profit (loss) of investments accounted for using the equity method to operating income and excluding gains and losses arising from nonrecurring factors, which include nonrecurring gains and losses such as financial gains and losses and impairment losses in share of profit (loss) of investments accounted for using the equity method.

Segment operating results (Net Sales and Adjusted Operating Income) of the Teijin Group are as follows.
Please see below for FY2025 business results by segment.

		(100 Millions of yen)			
		FY2024	FY2025	Change	Change Percentage (%)
Net sales	High performance materials	2,709	2,685	△24	△0.9
	Composites	1,884	701	△1,183	△62.8
	Material total	4,593	3,386	△1,207	△26.3
	Fibers & Products Converting	3,519	3,501	△19	△0.5
	Healthcare	1,370	1,386	+16	+1.2

	Others	573	460	△113	△19.7
	Total	10,055	8,732	△1,323	△13.2
Operating Adjusted Income	Material	60	1	△59	△98.0
	Fibers & Products Converting	178	171	△7	△4.2
	Healthcare	57	134	+77	+136.0
	Others	71	46	△25	△35.6
	Elimination and Corporate	△90	△94	△4	+4.1
	Consolidated total	276	258	△18	△6.6

< Materials Business Field >

Factors that contributed to income included profitability improvement in the composites business, and reduced depreciation and amortization as a result of the recording of impairment losses, etc. in the aramid business. On the other hand, the negative factors included the influence of large-scale periodical maintenance in the aramid business and the decline in facility operating rates due to the decrease in sales volume in the carbon fibers business on top of the reduced sales price under the intensified competitive environment. In light of these circumstances, the Group focuses on a cost structure reform in the aramid business and carbon fibers business, seeking drastic improvement of income.

Revenue was 338.6 billion yen, a year-on-year decrease of 120.7 billion yen (26.3%), while adjusted operating income was 0.1 billion yen, a year-on-year decrease of 5.9 billion yen (98.0%). EBITDA was 20.7 billion yen, a decrease of 11.8 billion yen year on year, while ROIC was 0%.

Aramid business faced a delay in the recovery of European automobile markets and a delay in a client's project for ballistic protection applications. While sales volume increased as a result of sales expansion in industrial applications, the sales composition worsened, reflecting the increased ratio for the optical fiber applications, of which the price competition intensified. Additionally, while revenue increased, adjusted operating income decreased, which is attributable to the effect of a decrease in depreciation and amortization arising from impairment loss recorded at the end of the second quarter, which emerged in the second half of the current fiscal year, in addition to the decline in facility operating rates due to the large-scale periodical maintenance performed during the first quarter. The early recovery of the fundamental profitability is sought in the aramid business through the currently running drastic cost structure reforms.

In the resin and plastic processing business, sales volume of polycarbonate resin, which is one of the Teijin Group's major products, decreased, reflecting the sluggish economy in China and ongoing intensified competitive environment. While selling prices fell as a result of a decrease in raw materials prices, the spread remained unchanged in general. As a result of these factors, while revenue decreased on a year-on-year basis, adjusted operating income increased due to cost improvements.

In the carbon fibers business, sales volume decreased and facility operating rates declined: for aircraft application due to continued constraints in the supply chain; and for industrial application, due to sluggish European economy and intensified competitive environment. Furthermore, selling prices mainly for general purpose products continued to fall, resulting in the year-on-year decreases in revenue and adjusted operating income. A drastic cost structure reform is also under way for the carbon fibers business to improve profitability, including temporary suspension of a plant in the United States.

In the composites business, factors that contributed to income included the improvement of profitability in the business in North America and reduced depreciation and amortization resulting from the recording of impairment losses in the previous fiscal year (The business in North America completed a transfer of shares effective July 1, 2025). In Europe, sales volume decreased due to a decline in demand for some models, reflecting the deceleration of automobile markets. As a result, revenue decreased and adjusted operating income increased on a year-on-year basis.

<Fibers & Products Converting Business>

While robust sales were recorded in both fields of fiber materials and apparel, and industrial materials, revenues and adjusted operating income slightly decreased on a year-on-year basis.

Revenue was 350.1 billion yen, a decrease of 1.9 billion yen (0.5%) year on year, and adjusted operating income was 17.1 billion yen, a decrease of 0.7 billion yen (4.2%) year on year. EBITDA was 24.9 billion yen, a decrease of 0.6 billion yen year on year, while ROIC was 8%.

In the field of fiber materials and apparel, sales of textiles for the North American market and sales of apparel items in Japan remained robust. Sales of materials and products in China also contributed to operating performance significantly. In the field of industrial materials, sales of polyester staple fibers for filters and household merchandise sold through TV shopping programs remained strong, despite the influence of a delay in recovery of demand for the automotive application.

<Healthcare Business>

In the home healthcare device field, the number of rental device recorded robust growth. On the other hand, in the pharmaceuticals field, although licensing fees contributed to income, it was affected by the widespread use of generic drugs and the revision of drug prices, etc.

Revenue was 138.6 billion yen, an increase of 1.6 billion yen (1.2%) year on year, while adjusted operating income was 13.4 billion yen, an increase of 7.7 billion yen (136.0%) year on year. EBITDA was 39.2 billion yen, an increase of 4.5 billion yen year on year, while ROIC was 7%.

In the home healthcare device field, as the number of examinations increased in the market for continuous positive airway pressure (CPAP) therapy, the number of new prescriptions continued to grow, and the number of rented CPAP devices steadily increased. Also, in the home oxygen therapy (HOT) market, the number of rented devices progressed steadily, and the number of rented portable oxygen concentrators launched in 2023 increased.

In the field of pharmaceuticals, several licensing fees contributed to income. On the other hand, income was affected by the accelerated widespread use of generic drugs and the revision of drug prices in April 2025, mainly for drugs that remained on the National Health Insurance drug price list long after the expiration of patents. In November 2025, the Teijin Group launched *YORVIPATH*, a treatment for hypoparathyroidism. Amortization arising from the impairment loss in the sales rights for the diabetes treatments decreased, and the effects of reduction in fixed costs relating to the progress of structural change emerged.

<Other (including the battery materials&membranefield, the regenerativemedicine &implantable medical device field, etc.)>

Revenue was 46.0 billion yen, a decrease of 11.3 billion yen (19.7%) year on year, while adjusted operating income was 4.6 billion yen, a decrease of 2.5 billion yen (35.6%) year on year.

Stable revenue was secured in the battery materials & membrane field due to robust sales.

In the regenerative medicine field, the launch of CDMO business progressed steadily. In the implantable medical device field, the bioresorbable osteosynthesis materials business operated by TEIJIN MEDICAL TECHNOLOGIES CO., LTD. achieved steady growth. Teijin Nakashima Medical Co., Ltd. (hereinafter, “Teijin Nakashima Medical”), the artificial joint business operator, was excluded from the scope of consolidation due to sale of its shares.

2) Analysis of Assets, Liabilities and Equity

Total assets at the end of the current consolidated fiscal year decreased by 141.2 billion yen from the end of the previous consolidated fiscal year to 920.1 billion yen. This decrease was primarily due to a decline in assets held for sale as a result of the transfer of shares in Teijin Nakashima Medical and Teijin Automotive Technologies NA Holdings Corp. (hereinafter, “TAT”), as well as reductions in property, plant and equipment, and intangible assets resulting from depreciation and significant impairment losses.

Total liabilities decreased by 71.2 billion yen from the end of the previous consolidated fiscal year to 551.5 billion yen. This decrease was primarily due to the repayments of borrowings and a decline in liabilities directly associated with assets held for sale as a result of the transfer of shares in Teijin Nakashima Medical and TAT.

Total equity (including non-controlling interests) decreased by 69.9 billion yen from the end of the previous consolidated fiscal year to 368.6 billion yen, primarily due to the recognition of significant impairment losses. As a result, the debt-to-equity ratio was 0.92 and the equity ratio was 39.6%. (As of end of the previous consolidated fiscal year, the debt-to-equity ratio was 0.9 and the equity ratio was 40.6%.)

The conversion rates of balance sheets at the end of the current consolidated fiscal year are 160 yen / US dollar, 183 yen / euro, and 1.15 US dollars / euro (150 yen / US dollar, 162 yen / euro, and 1.08 US dollars / euro at the end of the previous consolidated fiscal year).

(2) Capital Investment

In FY2025, capital investments totaling 59.6 billion yen were primarily made to maintain the capabilities of and to enhance the production capacity of factories and the aramid business.

(3) Financing

We procured borrowings from financial institutions. Interest-bearing liabilities decreased by 50.7 billion yen from the end of the previous consolidated fiscal year to 336.4 billion yen.

(4) Acquisition or Disposal of Shares, Other Equity Interest, or Stock Acquisition Rights, etc. of Other companies

1) The Company intend to conduct an absorption-type merger in October 2026 between Teijin Frontier Co., Ltd., a wholly owned consolidated subsidiary of the Company, and Asahi Kasei Advance Corporation, a wholly owned consolidated subsidiary of Asahi Kasei Corporation, with Teijin Frontier Co., Ltd. as the surviving company and Asahi Kasei Advance Corporation as the absorbed company. On December 1, 2025, the Company entered into a basic agreement to make Teijin Frontier Co., Ltd. a joint venture between the Company and Asahi Kasei Corporation.

2)The Company transferred all of its shares in TAT, a wholly-owned consolidated subsidiary, to Stork BidCo Inc., a special purpose company of AURELIUS Private Equity Mid-Market Buyout on July 1, 2025.

3) The Company transferred all of its shares in Esteve Teijin Healthcare, S.L., an equity method affiliate, to Oximesa S.L.U. on March 3, 2026.

4) The Company transferred all of its shares in DuPont Teijin Advanced Papers (Japan) Limited, and DuPont Teijin Advanced Papers (Asia) Limited, both of which were equity method affiliates, to DuPont de Nemours, Inc. on April 1, 2026.

(5) Changes in Assets and Profit and Loss

Business		Fiscal Period		Japanese accounting standards			IFRS	
		157th Fiscal Period FY2022 (Ended Mar. 2023)	158th Fiscal Period FY2023 (Ended Mar. 2024)	159th Fiscal Period FY2024(period under review) (Ended Mar. 2025)	160th Fiscal Period FY2025(period under review) (Ended Mar. 2026)			
Net Sales / Revenue	(Millions of yen)	1,018,751	1,032,773	960,459	1,005,471	873,190		
Adjusted Operating Income	(Millions of yen)	—	—	21,956	27,594	25,781		
Operating Income	(Millions of yen)	12,863	13,542	—	—	—		
Profit Attributable to Owners of Parent	(Millions of yen)	△17,695	10,599	△11,712	28,347	△88,003		

Earnings per Share /Basic Earnings per Share	(Yen)	△92.04	55.07	△60.86	147.15	△456.33
Total Assets	(Millions of yen)	1,242,433	1,251,021	1,226,616	1,061,272	920,115
Net Assets/Total Equity	(Millions of yen)	451,084	481,933	436,759	438,541	368,631

Note 1: From the 159th fiscal year, consolidated financial statements have been prepared based on IFRS. Additionally, figures based on IFRS are also presented for the 158th fiscal year.

Note 2: Items marked with "/" indicate "Japanese GAAP/IFRS."

Note 3: Adjusted operating income is calculated by adding equity method investment gains and losses to operating income and excluding non-recurring gains and losses (including non-recurring gains and losses such as financial gains and impairment losses within equity method investment gains and losses).

Note 4: In the 159th fiscal year, the IT Business has been classified as a discontinued operation, and the amounts of sales revenue and adjusted operating income are presented as the amounts of continuing operations excluding discontinued operations.

(6) Significant Subsidiaries

(As of March 31, 2026)

Business segments	Business	Subsidiary	Headquarters location	Capital stock	Investment ratio (%)	Principal business
Materials	Aramid	Teijin Aramid B.V.	The Netherlands	0.02 million euros	* 100.00	Production and sales of para-aramid fibers
		Teijin Corporation (Thailand) Limited	Thailand	2,367 million baht	100.00	Production and sales of aramid fibers and resin
	Resin & Plastic Processing	Teijin Polycarbonate China Ltd.	China	720 million RMB	100.00	Production of polycarbonate resin
		Teijin Chemicals Plastic Compounds Shanghai Ltd.	China	143 million RMB	100.00	Production of resin compound
	Carbon Fibers	Teijin Carbon Europe GmbH	Germany	0.026 million euros	* 100.00	Production and sales of carbon fibers
		Teijin Carbon America, Inc.	U.S.A.	407.5 million U.S. dollars	* 100.00	Production and sales of carbon fibers
		Renegade Materials Corporation	U.S.A.	71.6 million U.S. dollars	* 100.00	Production and sales of intermediate material (prepreg) for composite materials

	Composites	Teijin Automotive Technologies Portugal, S.A.	Portugal	7.2 million euros	* 100.00	Production and sales of composite products
		Teijin Automotive Technologies Czech s.r.o.	Czech Republic	315 million Czech koruna	* 100.00	Production and sales of composite products
Fibers & Products Converting		Teijin Frontier Co., Ltd.	Osaka	2,000 million yen	100.00	Production and sales of textiles and others
		Nantong Teijin Co., Ltd.	China	287 million RMB	* 100.00	Production and sales of polyester textile goods
		Teijin Polyester (Thailand) Limited	Thailand	548 million baht	* 67.61	Production and sales of polyester fibers
		J.H. Ziegler GmbH	Germany	1.02 million euros	* 100.00	Production and sales of unwoven fabrics
		Teijin Axia Co., Ltd.	Tokyo	30 million yen	* 100.00	Design, development and sale of products related to household consumer goods
Healthcare		Teijin Pharma Limited	Tokyo	35,000 million yen	100.00	Production and sales of pharmaceuticals and home healthcare equipment
		Teijin Healthcare Limited	Tokyo	100 million yen	* 100.00	Sales and rental of pharmaceuticals and home healthcare equipment, etc., and provision of home healthcare service
Other		Japan Tissue Engineering Co., Ltd.	Aichi	3,998 million yen	57.72	Development, manufacturing, sales, and custom development/manufacturing of regenerative medical products and related products
		Teijin Lielsort Korea Co., Ltd.	South Korea	29,096 million KRW	100.00	Production and sales of lithium-ion battery separators

“*” indicates the investment ratio including investment by subsidiaries.

(7) Management Policy and Tasks Ahead

1) Corporate Vision

In April 2024, the Teijin Group established the Teijin Group’s Purpose, “Pioneering solutions together for a healthy planet.” Along with this Purpose, we have also formulated three value statements that encapsulate the values we deem important, namely, “Empowering ourselves to address challenges,” “Fostering growth through diversity and expertise,” and “Safeguarding our planet and all life on it.” By placing our Purpose at the center and emphasizing these values, we aim to realize our long-term vision of becoming a “company that supports the society of the future.”



[The Meaning behind Our Purpose]

<u>Pioneering solutions</u>	At Teijin, we’re moved to help the world move forward. When society demands progress, we answer with action.
<u>together</u>	We bring together expertise across industries and partner with our customers to provide the building blocks for better living.
<u>for a healthy planet</u>	From materials and solutions that create positive environmental impact, to products and services that support well-being, we help our planet and all life on it stay healthy, today and into tomorrow.

2) Issues to Be Addressed

(a) Medium-Term Management Plan

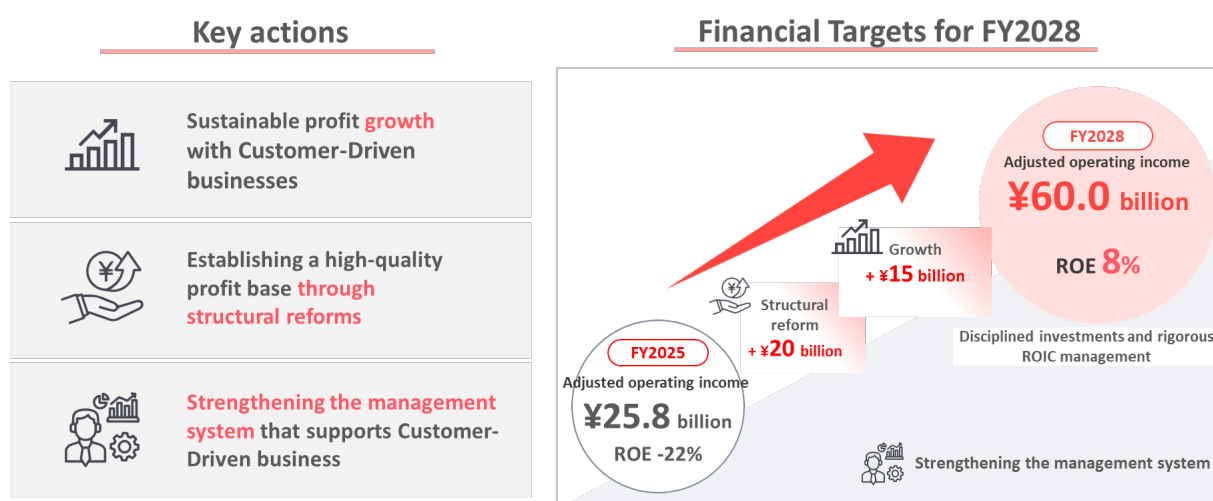
In the “Teijin Group Medium-Term Management Plan 2024-2025,” we identified the “Restoration of Core Profitability through Completing Profitability Improvement” and “Business Portfolio Transformation” as top-priority issues, and steadily promoted divestment of non-core and unprofitable businesses. As a result, we were able to make significant progress in the selection and concentration of our businesses and to substantially advance the business portfolio reform. However, partly due to the delayed recovery in the performance of the aramid business and the carbon fibers business, the Company fell short of its overall financial targets.

Taking into account the results achieved under the previous medium-term management plan, the Teijin Group announced the “Teijin Group Medium-Term Management Plan 2026-2028” in May 2026, with the aim of returning to a growth trajectory. The plan identifies three key issues to be addressed: (i) Sustainable profit growth with Customer-Driven businesses, (ii) Establishing a high-quality profit base through structural reforms, and (iii) Strengthening the management system that supports Customer-Driven business. With unwavering determination, we are steadily implementing measures to address these issues and enhance our corporate value.

In addition, in order to promote the transformation toward a Customer-Driven business, we have changed our reportable segments to “Apparel & Industries,” “Healthcare & Life Solutions,” “Electronics & Energy,” “Specialty Materials,” in line with the organizational restructuring implemented on April 1, 2026.

Teijin Group Medium-Term Management Plan 2026-2028

Creating value together with customers in a Customer-Driven business



For details, please refer to our website (<https://www.teijin.com/ir/management/vision/>).

(i) Sustainable profit growth with Customer-Driven businesses:

In the Materials Business in particular, the commoditization of materials is progressing as emerging countries are catching up, and we have entered a phase in which it is necessary to reconsider our investment-led business model. Additionally, social issues are becoming more complex and stakeholders more diverse, limiting the extent to which a company can address issues with its materials alone. As a result, a transformation from the conventional “Material- Driven business” is required.

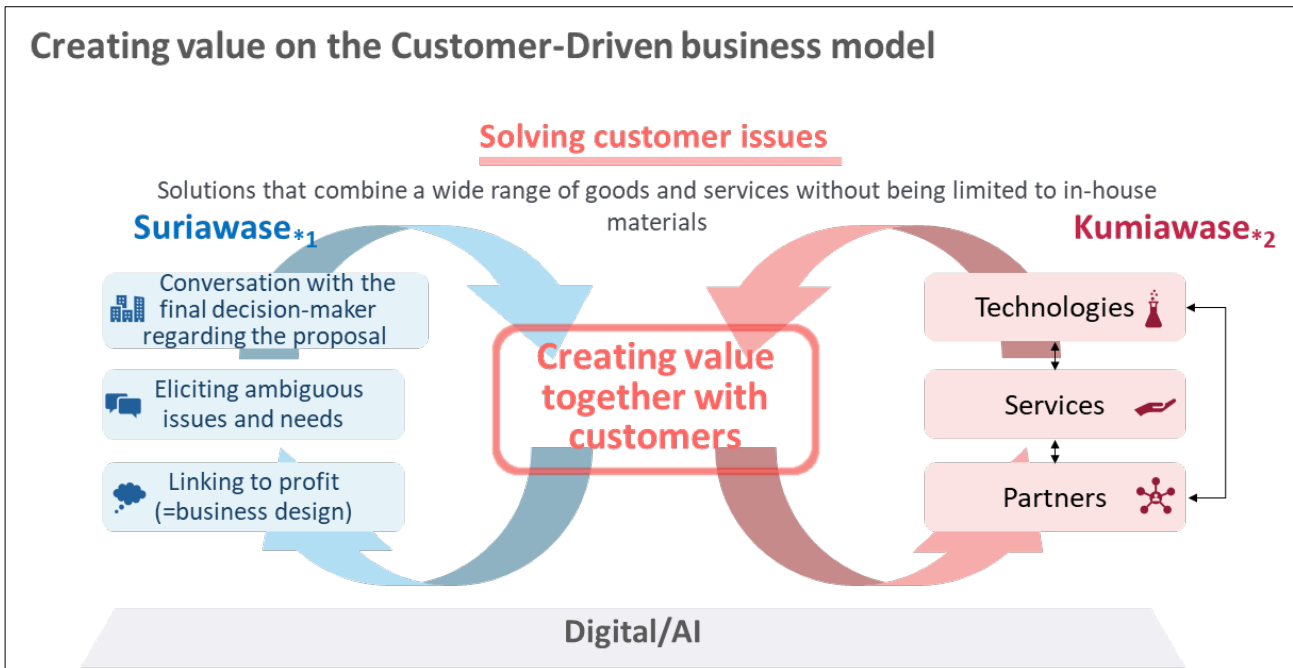
Against this backdrop, we are working to further deepen and transform our Customer-Driven business model. This model is characterized by the following two concepts: i) *Suriawase*, which involves shifting away from the conventional approach of simply providing our own products and services to an approach of understanding customer issues and offering a broad range of products and services that contribute to resolving those issues, and ii) *Kumiawase*, which involves adopting external materials, processing, and services in addition to the Company’s own, without being bound by in-house materials or production. Through these approaches, we will continue to conduct our business operations in a manner that addresses the issues for which our customers seek solutions.

Businesses that have embodied this Customer-Driven business and achieved sustainable growth are the Apparel & Industries (Fibers & Products Converting Business) and the Healthcare & Life Solutions (home healthcare business), demonstrating that the Teijin Group’s Customer-Driven business contributes to enhancing corporate value.

In the medium-term management plan period from 2026 to 2028, we will position the Apparel & Industries (Fibers & Products Converting Business) and the Healthcare & Life Solutions (home healthcare business), where the Customer-Driven business has already been established, as the main drivers of growth and earnings, and, while maintaining discipline, proactively undertake necessary investments. Specifically, the former aims to establish a dominant position as a market leader in the industry by promoting horizontal integration. Furthermore, the latter aims to evolve into a comprehensive provider of home healthcare by expanding its business domain into the market for home healthcare services targeting patients who are unable to visit medical facilities.

Meanwhile, in the Electronics & Energy (resin & plastic processing business and battery & semiconductor solutions business), we will deepen and transform our Customer-Driven business by combining diverse materials and technologies cultivated in each field. In addition, for the Specialty Materials (aramid business, carbon fibers business, and composites business), while driving fundamental cost structure reforms, the Company will shift away from a materials-driven approach and will transform its organization to be customer- and application-centric during the period of the current medium-term management plan.

In FY2025, we announced the business integration of Teijin Frontier Co., Ltd., a core company of the Apparel & Industries, and Asahi Kasei Advance Corporation. Through this business integration, we believe that the two companies will mutually complement their business foundations, sales networks, and customer bases, thereby broadening the scope of proposals we can offer to customers through cross-selling and other solutions, which will ultimately lead to solid profit growth by strengthening our Customer-Driven business.



*1 Working closely with customers to understand key issues and co-create solutions

*2 Delivering solutions by combining technologies, services and partners to meet customer needs

[Issues to Be Addressed]

Sustainable profit growth with Customer-Driven businesses
<ul style="list-style-type: none"> ■ Strengthening the Apparel & Industries (Fibers & Products Converting Business), which are the pillars of growth and earnings, by promoting horizontal integration in fragmented markets and starting and in the Healthcare & Life Solutions (home healthcare business), development of new home medical products and services starting from expanding the foundation through partnerships and M&A. ■ Development and transformation of the Electronics & Energy (resin & plastic processing business and battery & semiconductor solutions business) through the deepening and transformation toward a customer-centric business by combining diverse materials and technologies cultivated in each field. ■ Concretization of the transformation into a Customer- and application-Driven organization in the Specialty Materials (the Aramid Business, the Carbon Fibers Business, and the Composites Business).

(ii) Establishing a high-quality profit base through structural reforms

Within the Specialty Materials, the aramid business and the carbon fibers business have been affected by changes in the external environment, including the continued stagnation of the European economy, the appreciation of euro and the depreciation of U.S. dollar driven by North American trade policies, as well as the softening of the supply-demand balance and downward pressure on prices resulting from competitors' capacity expansions. In response, we have been implementing fundamental cost restructuring initiatives since FY2025. These initiatives include reassessment of our production structure, withdrawal from low-profit businesses, and a strategic focus on high value-added applications, as well as the reduction of fixed costs, including personnel expenses.

In addition, within the Healthcare & Life Solutions, the pharmaceuticals business has been affected by drug price revisions and the accelerated penetration of generic drugs. In response, we are further narrowing our focus to the area of rare and intractable diseases and pursuing the search for the best owner. Going forward, in the pharmaceutical business, we will seek to leverage our home healthcare business platform to implement and strengthen our Customer-Driven business by providing support for patients and healthcare professionals, including in areas such as rare diseases and intractable diseases where home self-injection and other treatments are required. Through these initiatives, the Healthcare & Life Solutions will clearly shift its business focus toward the home healthcare field, where new growth is anticipated, and will concentrate management resources in this area.

Based on the above, by completing the restructuring initiatives in the aramid, carbon fibers and pharmaceuticals

business at an early stage in the current Medium-Term Management Plan period, we expect to largely complete the rebuilding of our earnings base and to establish the foundation for future recovery.

[Issues to Be Addressed]

Establishing a high-quality profit base through structural reforms
<p>Specialty Materials (Aramid Business)</p> <ul style="list-style-type: none"> ■ Review of the cost structure and reorganization of the production system, resulting in a reduction of more than 400 employees and cost savings of approximately 15 billion yen, to be implemented from FY2025 and fully realized in FY2027 ■ Implementation of measures to further reinforce the robustness of our business structure ■ Focusing on high value-added applications such as defense and submarine cables <p>(Carbon Fibers Business)</p> <ul style="list-style-type: none"> ■ Optimization of production lines in Japan, the United States, and Europe (Suspension of operations at the North American plant in January 2026) ■ Reduction of approximately 80 personnel and approximately five (5) billion yen in costs to be implemented from FY2025, with full effects realized in FY2028. ■ Promotion of the development of intermediate materials for next-generation aircraft and focusing on the aircraft business
<p>Healthcare & Life Solutions (Pharmaceuticals Business)</p> <ul style="list-style-type: none"> ■ Reorganization into a structure with a focus on the area of rare and intractable diseases ■ Maximization of the value of drugs for rare and intractable diseases by leveraging the home healthcare business platform

(iii) Strengthening the management system that supports Customer-Driven business

In order to promote our customer-centric business, we are working to build a globally optimized functional organization across the entire Teijin Group. Under the current medium-term management plan in particular, we are promoting cross-business technological collaboration and synergy creation as well as the formulation of next-generation technology strategies, led by the Chief Technology Officer. At the same time, we are also working to improve productivity through the establishment of a globally optimized, integrated IT infrastructure and the development of an AI utilization framework under the Chief Digital Officer.

In FY2025, in order to further embed our Purpose, we continued to hold “My Action” workshops following in FY2024, to encourage employees to view our Purpose as a matter of personal relevance. As a result of initiatives to deepen understanding of our Purpose in particular, a post-workshop employee survey confirmed a high level of satisfaction. We will continue to strengthen the management foundation with our Purpose at its core.

With respect to the governance structure, we completed the transition to a Company with an Audit & Supervisory Committee, thereby enabling faster decision-making in execution, more substantive discussions on key management issues at the Board of Directors, and the strengthening of supervisory functions. In addition, the Company has established the Sustainability Committee and the Risk Management Committee under the direct supervision of CEO to further reinforce its framework for addressing sustainability and risk. In terms of the human capital strategy, the Company introduced a job-based evaluation system for employees in management positions to achieve the global goal of “assigning the right people to the right positions,” while also advancing initiatives toward the integration of global job grade systems.

[Issues to Be Addressed]

Strengthening the management system that supports Customer-Driven business
<ul style="list-style-type: none"> ■ Establishment of a globally optimized functional organization that spans businesses and regions to promote a Customer-Driven business .

In FY2025, through the process of formulating the medium-term management plan, the Company made preparations to drive a company-wide transformation toward a Customer-Driven business. In addition, in the Apparel & Industries, where the customer-oriented business model has already been established, the Company is

clearly setting forth its direction for growth, including by announcing the business integration of Teijin Frontier Co., Ltd. and Asahi Kasei Advance Corporation. Meanwhile, in the aramid business and carbon fibers business within the Specialty Materials, restructuring initiatives are being implemented with the aim of restoring a high-profit structure. In the Healthcare & Life Solutions, the Company will promptly proceed with the transition to a new structure leveraging its home healthcare platform, including in the area of rare and intractable diseases.

In FY2026, the Company expects to record adjusted operating income of 30 billion yen, ROIC based on adjusted operating income after tax of 3%, and ROE of 12% on an IFRS basis. The Company intends to complete its structural reforms in FY2026, and will implement various initiatives with the aim of achieving adjusted operating income of 60 billion yen and ROE of 8% or higher on an IFRS basis in FY2028, the final year of the current medium-term management plan.

The Teijin Group aims to achieve exceeding 1.0x or above in PBR at an early stage in order to meet the expectations of stakeholders, including investors, by realizing sustainable growth and maximizing corporate value over the medium to long term.

(b) Concept and Actions Related to Sustainability

Under the Teijin Group’s Purpose of “Pioneering solutions together for a healthy planet,” we have established our sustainability policy: “We give back value to the global environment and society, contributing to the realization of a sustainable healthy planet.” While simultaneously enhancing the sustainability of both society and the Teijin Group, we aim to realize a “Healthy Planet” in which the global environment and all forms of life that live within it can thrive in a healthy state. Furthermore, based on this sustainability policy, we have identified opportunities and risks for the Company arising from sustainability-related issues, including social and environmental issues, and have defined our materiality, consisting of four key social issues and one key management issue. In addition, we have set KPIs for each of these key issues, and are promoting various measures through our business activities.

<Sustainability Policy and Materiality>

Purpose	Pioneering solutions together for a healthy planet	
Sustainability Policy	We give back value to the global environment and society, contributing to the realization of a sustainable healthy planet.	
Materiality		
Key Social Issues	Climate change mitigation and adaptation	Achievement of a circular economy
	Safety and security of people and local communities	Realization of healthy and comfortable living for people
Key Management Issues	Further strengthening of our sustainable management system (Corporate governance · Risk management · Compliance · Human rights · Human capital · Technologies)	

The Company has appointed Chief Sustainability Officer as the officer responsible for the Company’s sustainability-related issues, and implements sustainability-related initiatives that are integrated into the business, under the direction and supervision of the Board of Directors. The Company’s sustainability policy and material issues are matters to be resolved by the Board of Directors, and sustainability-related initiatives under such policy are carried out with management indicators set by the execution side. The status of such initiatives is reported by the CEO or the Chief Sustainability Officer, as appropriate, to the Board of Directors for discussion.

The KPIs set for each key issue are shown in the table below. We manage progress using measurable indicators, with a view to contributing to a sustainable society and enhancing corporate value.

<Materiality and KPIs>

Materiality	KPI	Targets
Climate change mitigation and adaptation	Avoided emissions	FY2030 Total GHG emissions < Avoided emissions
	Group GHG emissions (Scope 1 + 2)	FY2030 30% reduction compared to FY2018
		FY2050 Achieve Net Zero
	Supply chain GHG emissions (Scope 3, Category 1)	FY2030 15% reduction compared to FY2018
	Sales ratio of products with calculated carbon footprints	FY2030 Expansion to 70%
Realization of a circular economy	Establish internal management targets for expanding the provision of solutions that contribute to the circular economy	
	Freshwater intake volume per sales unit	FY2030 30% improvement compared to FY2018
Safety and security of people and local communities	Hazardous chemical substance emissions per sales unit	FY2030 20% improvement compared to FY2018
	Total occupational accident frequency rate	Maintain below 1.0
Realization of healthy and comfortable living for people	Establish internal management targets for the number of people supported to receive care in a familiar location	
Further strengthening of our sustainable management system	Employee engagement score	April, 2030 68
	Diversity-related ratios	April, 2030 Ratio of female executives 30% Ratio of Non-Japanese executives 30% Ratio of female department and section managers 20%
	Business model transformation indicators	FY2026 8 or more co-creation projects

For details on our sustainability initiatives please refer to our website (<https://www.teijin.com/csr/>). You can also check the performance against each target.

3) Social Contribution Activities

The Teijin Group, in accordance with its basic policies for social contribution, values harmony with nature and aims to achieve growth with local communities. To this end, the Teijin Group is conducting appropriate social contribution activities as a good corporate citizen, in line with its business attributes and by respecting the characteristics of regions in which we operate. Our main activities are as follows.

[Science and Education]

- We operate scholarship programs such as the Kumura Scholarship Program of the Teijin Scholarship Foundation, which is designed to foster young scientists and engineers, and the Nantong Teijin Charitable Scholarship Fund, which supports students in the Nantong area of China.
- We support the development of human resources in science and technology fields by sponsoring the "National Science Competition (Kagaku no Koshien)."

[Sports]

- We sponsor the All Japan High School Soccer Tournament and donate original soccer balls made with the Teijin Group's artificial leather *Cordley*[®] to high schools that win their regional tournaments and advance to the national championship.
- Through activities such as organizing soccer clinics in Southeast Asian countries, we are inspiring children to pursue their dreams and supporting the development of soccer in both Japan and Asia.

[Environment]

- We sponsor the "Midori no Komichi (Green Path)" Environmental Diary Project, an environmental education program for elementary school students throughout Japan, thereby providing opportunities for children to think about the global environment around them in their daily lives.

[Fostering Volunteer Personnel]

- Since FY2008, we have continuously implemented the "Book Dream Project," under which unneeded items donated by our Group employees in Japan are converted into cash to purchase Japanese picture books. Purchased books are then donated to libraries and other institutions overseas.
- Through the Teijin Group Social Contribution Fund, which consists of voluntary contributions from employees, directors and officers as well as donations from the Company, we operate a Volunteer Support Program that supports volunteer activities undertaken by our Group employees in Japan.

[Disaster Relief Support]

- We provide donations and free products with the aim of supporting people affected by natural disasters and contributing to the reconstruction of affected areas.

(8) Other Important Matters Concerning the Current Status of the Teijin Group

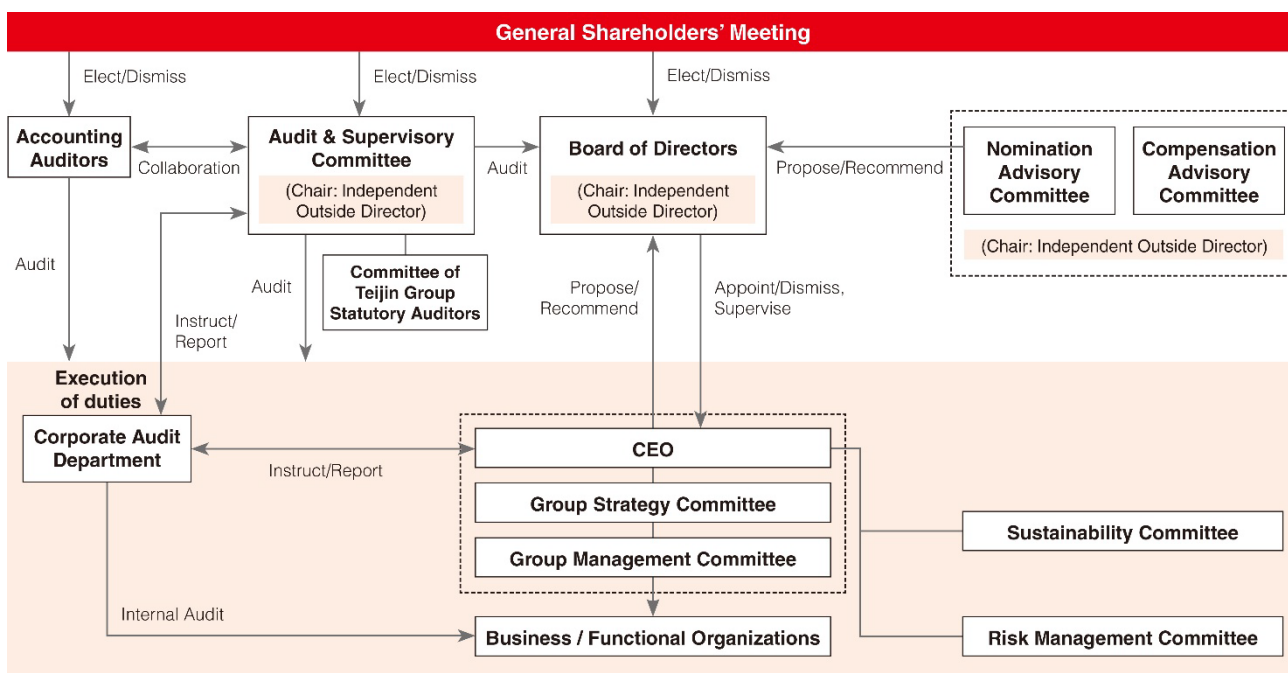
Based on the resolution at the 159th Ordinary General Meeting of Shareholders held on June 25, 2025, the Company transitioned to a Company with an Audit & Supervisory Committee as of the same date.

2. Corporate Governance System

The Teijin Group realizes that its basic mission as a company is to ensure sustainable growth in corporate value. On this basis, and in order to fulfill our responsibilities to various stakeholders, we are striving to strengthen corporate governance. The basic elements of corporate governance include the aim of improving transparency, ensuring fairness, accelerating decision-making, and ensuring the independence of monitoring and supervision. We are working to establish and strengthen an effective corporate governance system through a “board of directors and corporate officer system in which independent outside directors constitute at least half of its members”, “Audit & Supervisory Committee in which independent outside directors constitute the majority”, and the “Nomination Advisory Committee” and the “Compensation Advisory Committee” in which independent outside directors constitute the majority.” In addition, the Teijin Group has established and disclosed a guideline for corporate governance as the Teijin Group “Corporate Governance Guide.”

<Corporate Governance Structure>

As of March 31, 2026



3. Basic Policy Concerning Cross-Shareholdings

(1) Basic Policy Concerning Cross-Shareholdings

The Company holds shares of issuing companies that it has determined to be instrumental in increasing its corporate value over the medium to long term, with the objective of maintaining and strengthening transactions, promoting business alliances with them and so on.

Each year, the Board of Directors reviews whether or not it is appropriate to hold shares based on an examination of the holding purpose and rationality for each individual stock from a medium- to long-term perspective.

In these reviews, the Board of Directors takes into account a comprehensive range of factors, such as the significance from a management strategy standpoint and business relationships, in addition to comparing dividends, transaction amounts, and other quantitative impacts against the cost of capital.

Based on the results of these reviews, the Company proceeded with the sale of the shares deemed to have diminished significance. During this fiscal year, the Company sold all shares of one (1) specific investment stock and part of the shares of another specific investment stock. The total sale value amounted to 0.5 billion yen.

The Company will continue discussions with the companies the shares of which the Company currently holds, and in principle, will endeavor to sell all of the shares of the listed companies.

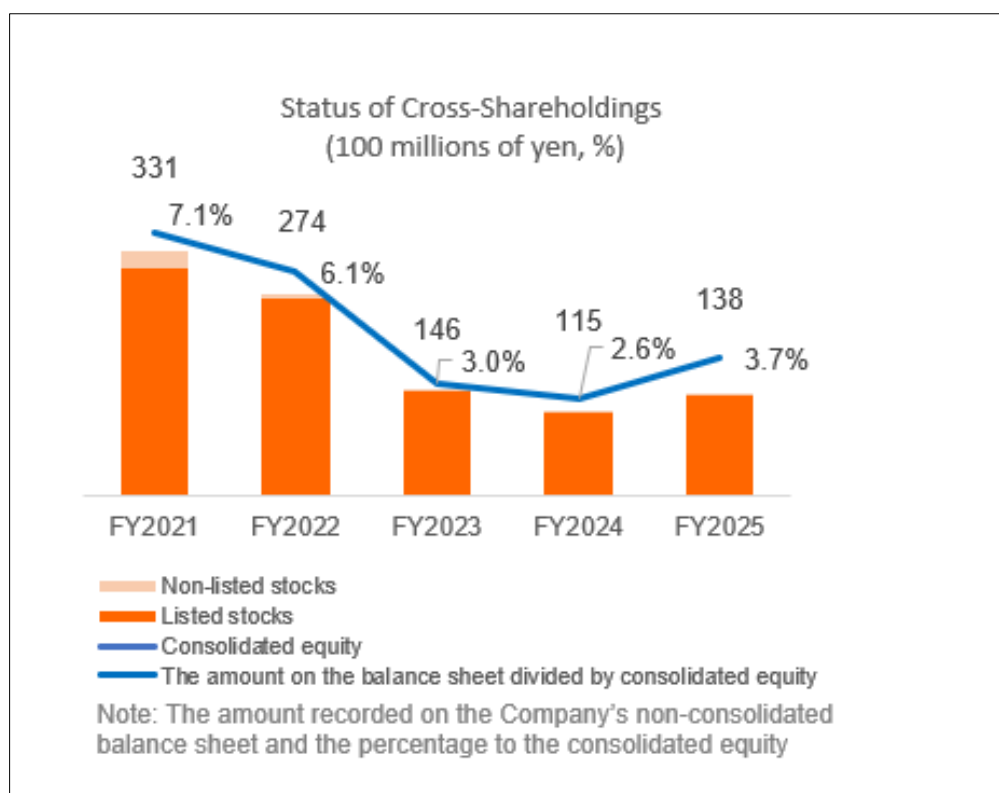
In addition, whenever the shareholders of cross-shareholdings indicate their intention, such as intention to dispose of their shares of the Company, the Company handles the matter appropriately without interfering with disposal of such shares.

Note: The selling price is the amount of the listed shares sold by the Company (non-consolidated basis).

(2) Standards for the Exercise of Voting Rights Related to Cross-Shareholdings

In exercising the voting rights related to the shares that the Company has decided to hold, the Company reviews each proposal from the perspective of its increasing corporate value and shareholder value of the issuing companies over the medium to long term and determines whether to vote for or against.

For proposals that may have a significant impact on the corporate value of the investee companies, the Company collects and examines information with particular attention paid.



4. Matters Regarding Directors

(1) Directors

(As of March 31, 2026)

Position	Name	Responsibilities and significant concurrent positions	Participation in the Board of Directors, Board of Statutory Auditors and Auditors, and Audit & Supervisory Committee
Representative Director President	Akimoto Uchikawa	CEO	The Board of Directors 13/13 (100%)
Representative Director Senior Executive Officer	Naohiko Moriyama	Chief Strategy Officer	The Board of Directors 13/13 (100%)
*Director, Corporate Officer	Yuji Nakahara	Chief Technology Officer	The Board of Directors 9/9 (100%)
Director	Masaaki Tsuya	External Advisor, Bridgestone Corporation	The Board of Directors 13/13 (100%)
Director	Reiko Kusunose	Outside Director, NIPPO CORPORATION Outside Director, BUNKA SHUTTER CO., LTD.	The Board of Directors 13/13 (100%)
*Director	Toichi Maeda	Outside Director, KITZ Corporation	The Board of Directors 9/9 (100%)
**Director (Full-time Audit & Supervisory Committee Member)	Tomoko Torii		The Board of Directors 13/13 (100%) (including 4 times as Statutory Auditor) The Board of Statutory Auditors 3/3 (100%) The Audit & Supervisory Committee 13/13 (100%)
** Director (Audit & Supervisory Committee Member)	Koichi Tsuji	Outside Director, Mitsubishi UFJ Financial Group, Inc. Outside Director, MARUICHI STEEL TUBE LTD.	The Board of Directors 13/13 (100%) (including 4 times as Statutory Auditor) The Board of Statutory Auditors 3/3 (100%) The Audit & Supervisory Committee 13/13 (100%)
** Director (Audit & Supervisory Committee Member)	Tamie Minami		The Board of Directors 12/13 (92%) Audit & Supervisory Committee 13/13 (100%)
* Director (Audit & Supervisory Committee Member)	Yaeko Takeoka	Attorney at law, KOHWA SOHGOH LAW OFFICES Outside Statutory Auditor, Daiwa Living Co., Ltd.	The Board of Directors 9/9 (100%) Audit & Supervisory Committee 13/13 (100%)

Note 1: Based on the resolution of the 159th Ordinary General Meeting of Shareholders held on June 25, 2025, the Company transitioned to a Company with an Audit & Supervisory Committee as of the same date.

Note 2: Directors marked with an asterisk (*) were newly elected and assumed office at the 159th Ordinary General Meeting of Shareholders held on June 25, 2025. Among the Directors marked with two asterisks (**), Tomoko Torii and Koichi Tsuji served as Statutory Auditors and Tamie Minami served as a Director until the conclusion of the 159th Ordinary General Meeting of Shareholders held on June 25, 2025, at which they were each elected and assumed office as Directors (Audit & Supervisory Committee Members) .

Note 3: Of Directors, Masaaki Tsuya, Reiko Kusunose, Toichi Maeda, Koichi Tsuji, Tamie Minami and Yaeko Takeoka are Outside Directors. The Company requires a candidate for Outside Director to fulfill the requirements of “Independent Director” stipulated by the Company. The aforementioned six (6) Directors fulfilled all such requirements and maintained their independence throughout the relevant fiscal year. Since they also fulfill the requirements of independence stipulated by the

Tokyo Stock Exchange, they are registered by the Company as “Independent Director” at the said stock exchange. The contents of the requirements of “Independent Director” stipulated by the Company can be viewed at the Company’s website: [\(https://www.teijin.com/ir/governance/requirements/\)](https://www.teijin.com/ir/governance/requirements/)

Note 4: In order to enhance the effectiveness of the audit and supervisory functions of the Audit & Supervisory Committee by ensuring that all Audit & Supervisory Committee Members share information obtained through attendance at important internal meetings and close collaboration with the internal audit department and other relevant divisions, Tomoko Torii has been designated as a Full-time Audit & Supervisory Committee Member. In addition, similarly, Masanori Shimai had been designated as a Full-time Audit & Supervisory Committee Member; however, following his resignation as a Director (Full-time Audit & Supervisory Committee Member), he assumed the position of Teijin Group Corporate Officer, Chief Financial Officer.

Note 5: Director (Audit & Supervisory Committee Member) Koichi Tsuji is qualified as a certified public accountant and has extensive knowledge of finance and accounting.

Note 6: Director (Audit & Supervisory Committee Member) Yaeko Takeoka is qualified as a lawyer and has considerable knowledge of corporate legal affairs (intellectual property rights, compliance, etc.).

Note 7: The Directors and the Statutory Auditors who retired during FY2025 are as follows:

Name	Date of retirement	Reason for retirement	Position, responsibilities, and status of significant concurrent positions at the time of retirement
Noboru Yamanishi	June 25, 2025	Expiration of term of office	Director, Executive Officer Chief Production, Engineering & Procurement Officer
Masaru Onishi	June 25, 2025	Expiration of term of office	Director
Tamie Minami	June 25, 2025	Expiration of term of office	Director*1
Masanori Shimai	June 25, 2025 February 2, 2026	Expiration of term of office*2 Resignation	Statutory Auditor Director (Full-time Audit & Supervisory Committee Member)*3*4
Tomoko Torii	June 25, 2025	Expiration of term of office*2	Statutory Auditor
Koichi Tsuji	June 25, 2025	Expiration of term of office*2	Statutory Auditor
Hitomi Nakayama	June 25, 2025	Expiration of term of office*2	Statutory Auditor
Jun Arima	June 25, 2025	Expiration of term of office*2	Statutory Auditor

*1 Tamie Minami retired from her position as a Director upon the expiration of her term of office as of June 25, 2025, and was elected and assumed office as a Director (Audit & Supervisory Committee Member) at the 159th Ordinary General Meeting of Shareholders held on that date.

*2 In conjunction with the transition to a Company with an Audit & Supervisory Committee as of June 25, 2025, all Statutory Auditors retired on the same date upon the expiration of their term of office. In addition, Masanori Shimai, Tomoko Torii and Koichi Tsuji were elected and assumed office as Directors (Audit & Supervisory Committee Members) at the 159th Ordinary General Meeting of Shareholders held on the same date.

*3 Masanori Shimai has long been engaged in operations in the Company’s accounting and finance departments and has considerable knowledge of finance and accounting. After resigning as a Director (Full-time Audit & Supervisory Committee

Member), he assumed the position of Teijin Group Corporate Officer, Chief Financial Officer.

Note 8: Changes in post and responsibilities of Directors during FY2025 is as follows.

Name	New post	Former post	Date of change
Naohiko Moriyama	Representative Director Senior Executive Officer, Chief Strategy Officer	Representative Director Senior Executive Officer, Chief Strategy Officer, Chief Financial Officer	February 3, 2026

(2) Compensation, etc. for Directors and Statutory Auditors

1) Method of Determining the Policy for Establishing the Content of Compensation, etc., for Individual Directors (excluding Directors who are Audit & Supervisory Committee Members), and Overview of the Policy

The outline of the policy for establishing the content of compensation, etc. for individual Directors (excluding Directors who are Audit & Supervisory Committee Members) is as follows. The said policy is decided by a resolution of the Board of Directors following deliberation by the Compensation Advisory Committee.

The activities of the Board of Directors and the Compensation Advisory Committee for deliberation and determination regarding the compensation, etc. for Directors (excluding Directors who are Audit & Supervisory Committee Members) in FY2025 are as follows:

The Board of Directors met six (6) times and the Compensation Advisory Committee met thirteen (13) times

Unless otherwise specified, the term “Director(s)” in item 1) and 6) through 8) of this section refers to Director(s) (excluding Director(s) who is/are Audit & Supervisory Committee Member(s)).

(a) Basic policy for the compensation plan

- (i) The plan should incentivize the achievement of the short-term and medium- to long-term management targets, and strengthen the commitment to improving medium- to long-term performance and corporate value.
- (ii) The plan should be closely linked to the Company’s performance, and be highly transparent and objective.
- (iii) The plan should be primarily focused on sharing value with the Company’s stakeholders and enhancing shareholder-oriented management.
- (iv) The plan should ensure a sufficient compensation level and contents that provide incentives to attract and retain highly talented executives globally.

(b) Compensation level

The compensation level for Directors is determined each year after verifying the appropriateness of the level of total compensation for each position and job grade based on the results of a compensation survey in which major corporations in Japan participate.

(c) Composition of the compensation, etc. for Directors

- (i) The compensation for internal Directors who concurrently serve as Corporate Officers is composed of performance-linked compensation (short-term incentive compensation), restricted stock compensation (medium- to long-term incentive compensation), and performance share units compensation (medium- to long-term incentive compensation) which are variable compensations, with the aim of providing an incentive to achieve short-term performance goals,

achieve the medium-term management plan, and improve medium- to long-term corporate value, in addition to fixed basic compensation that is not linked with the performance of the Company.

For internal Directors who do not concurrently serve as Corporate Officers, only basic compensation and performance-linked compensation, or only basic compensation are granted based on their appointed duties, and neither restricted stock compensation (medium- to long-term incentive compensation) nor performance share units compensation (medium- to long-term incentive compensation) are granted.

(ii) The compensation for Outside Directors is solely basic compensation that is not linked to the performance of the Company.

(d) Composition ratio of the compensation

The composition ratio of the compensation for internal Directors who concurrently serve as Corporate Officers is as follows:

Position	Fixed compensation	Variable compensation			Total compensation
	Basic compensation	Performance-linked compensation	Restricted stock	Performance share units	
Representative Director President and CEO	45%	20%	10%	25%	100%
Other Directors	50%	25%	10%	15%	100%

(e) Performance indicators for performance-linked compensation etc.

(i) Performance-linked compensation

To incentivize recovery of fundamental earning power and promotion of business portfolio reforms, the Company has set “adjusted operating income,” “ROIC based on adjusted operating income after tax,” and “individual performance targets” including non-financial indicators for sustainability (safety) that are applied to all Directors as performance indicators for each internal Director who concurrently serves as a Corporate Officer.

For targets and results, etc. of FY2025 performance indicators, please refer to 6) (a).

(ii) Performance share units compensation

To incentivize Directors to realize improvement in corporate value and shareholder value in medium to long term, the Company employed “ROE,” “TSR,” and “Sustainability” as performance indicators. The Company set the figure the Company should aim for over the medium term as the target for “ROE”. The Company continued to adopt “TSR” as a performance indicator to reinforce a shareholder-oriented management perspective. In addition, in order for the Company to achieve its long-term vision of “To be a company that supports the society of the future” the Company also set non-financial indicators for sustainability (environment, DE&I, and employee engagement) as performance indicators for each internal Director who concurrently serves as a Corporate Officer.

For targets and results, etc. of FY2025 performance indicators, please refer to 6) (b).

(f) Policy on determining the timing and the conditions for providing the compensation, etc.

(i) Fixed compensation:

- Basic compensation

The amount to be paid to each Director is determined according to his or her position and job grade and paid out as a fixed amount. One twelfth (1/12) of the fixed amount based on each position and job grade is provided as monthly compensation. In addition, when the Board of Directors deems it necessary, the Company may

individually provide, within an appropriate range, monetary compensation equivalent to fringe benefits such as allowances for price and tax adjustments and expenses for temporary return to home country, taking into consideration the compensation practices and tax systems of the place of assignment.

(ii) Variable compensation:

- Performance-linked compensation

Performance-linked compensation is calculated based on position and job grade, the achievement level of the performance indicators, and the individual performance evaluation of each Director, and paid out by the end of June as a year-end bonus. Thereafter, within the scope approved by a resolution of the General Meeting of Shareholders, new performance evaluation periods and performance indicators will be established.

- Restricted stock compensation

Around July or August of each year, shares and share units equivalent to the standard amount determined based on position and job grade will be provided with transfer restrictions and other conditions within the scope approved by a resolution of the General Meeting of Shareholders. In principle, the transfer restrictions on granted shares are released upon retirement from the position designated in advance by the Board of Directors. Amount of cash to be paid based on share units which is calculated by multiplying the number of granted share units by the share price of the Company's ordinary shares on the date of release of transfer restrictions is, in principle, provided at the time of release of transfer restrictions. The upper limit is 35 million yen (25,000 shares) per fiscal year for the stock portion and 35 million yen per fiscal year for the share units portion, and the total maximum amount of cash to be paid based on share units is 300 million yen per fiscal year.

Restricted stock compensation will be provided to each internal Director who concurrently serves as a Corporate Officer who does not violate any rule stipulated by the Board of Directors of the Company, and meets other requirements necessary for the restricted stock plan stipulated by the Board of Directors of the Company.

- Performance share units compensation

Around July or August of each year, the number of shares and share units calculated based on the achievement level of one (1) or more performance indicators set by the Board of Directors of the Company applicable to the performance evaluation periods comprised of one (1) or more fiscal years will be provided after conclusion of the evaluation performance period set for each performance indicator, with transfer restrictions and other conditions within the scope approved by a resolution of the General Meeting of Shareholders. In principle, the transfer restrictions on granted shares are released upon retirement from the position designated in advance by the Board of Directors of the Company. Amount of cash to be paid based on share units which is calculated by multiplying the number of granted share units by the share price of the Company's ordinary shares on the date of release of transfer restrictions is, in principle, provided at the time of release of transfer restrictions. The upper limit is 340 million yen (290,000 shares) per fiscal year for the stock portion and 340 million yen per fiscal year for the share units portion, and the total maximum amount of cash to be paid based on the share units is 1.2 billion yen per fiscal year.

Performance share units compensation will be provided to each internal Director who concurrently serves as a Corporate Officer who has served in a position designated by the Board of Directors of the Company for the entirety or part of the performance evaluation period, does not violate any rule stipulated by the Board of Directors of the Company, and meets other requirements determined necessary for the performance share units plan stipulated by the Board of Directors of the Company.

For performance indicators and performance evaluation period for the period of “Teijin Group Medium-Term Management Plan 2024-2025,” please refer to the table below.

The performance indicators and evaluation period, etc. for the performance share units compensation

Performance indicators	Targets	Composition ratio (For 1 year)	Performance evaluation period	Timing of provision of shares and share units
ROE	10%	40%	1 year	Annually
TSR	Benchmark TSR	30%		
Sustainability (Environment, DE&I and employee engagement)	Medium-term target	30%	2 years	The fiscal year following the final fiscal year of the medium-term management plan (The number of allotted shares and share units corresponding to the performance evaluation period is calculated in a lump sum by multiplying the number of years in the performance evaluation period in calculation of the number of shares and share units to be allotted)

Note: The information above relates to the performance indicators, performance evaluation period, and other matters of the performance share units compensation for the target period (FY2024 and FY2025), and they will be newly established after the end of the target period; for FY2026 onward, the performance indicators are scheduled to be changed as described in item 8) below.

(g) Policy for determining the content of the compensation, etc., for individual Eligible Director subject to Overseas Plans

The compensation level, composition of compensation, and composition ratio of compensation for the Company’s internal Directors to whom the Company, as a global company, applies a compensation plan for regions outside Japan (internal Directors who have entered into an employment contract, etc. with any Teijin Group company in any country other than Japan, and are registered employees of the said Teijin Group company) (hereinafter referred to as “Eligible Directors subject to Overseas Plans”) shall be determined on an individual basis under the basic policy described in (a) above and in consideration of the contents of (b) through (f) above, by taking into account the compensation level and compensation practice, etc., in the assumed human capital market based on their position and job grade, place of residence, and companies they belong to, etc.

In terms of restricted stock compensation for the Eligible Directors subject to Overseas Plans, transfer restrictions on the shares and share units is, in principle, released and cash is paid based on the share units provided when three (3) years lapses from the date the Company’s ordinary shares are issued or disposed of to them. For performance share units compensation, transfer restrictions shall not be placed on the shares and share units, and cash to be paid based on the share units is paid at the same period as the disbursement of the shares.

(h) Matters regarding delegation of determining the compensation, etc. for individual Directors

No applicable matters.

(i) Other significant matters regarding determining the content of the compensation, etc. for individual Directors

The compensation for Directors is proposed to the Board of Directors following deliberation thereof by the Compensation Advisory Committee of the Company, and resolved by the Board of Directors with full consideration of the said proposal.

2) Method of Determining the Policy for Establishing the Content of Compensation, etc., for Directors who are Audit & Supervisory Committee Members, and Overview of the Policy

The content of compensation, etc. for Directors who are Audit & Supervisory Committee Members is determined through discussions among the Directors who are Audit & Supervisory Committee Members. The compensation for Directors who are Audit & Supervisory Committee Members consists solely of basic compensation based on their duties.

3) Reasons that the Board of Directors Determined that the Content of the Compensation, etc., for Individual Directors (excluding Directors who are Audit & Supervisory Committee Members) for FY2025 was in Conformity with the Decision Policy

In determining the content of the compensation for individual Directors (excluding Directors who are Audit & Supervisory Committee Members), the Compensation Advisory Committee considered the original proposal regarding matters including the alignment with the decision policy before submitting the said proposal to the Board of Directors and then the Board of Directors gave full consideration and resolved the said proposal. Consequently, the Board of Directors determined that the content of the compensation is in conformity with the decision policy.

4) Resolutions of the General Meeting of Shareholders Regarding the Compensation, etc. for Directors

It was resolved at the 159th Ordinary General Meeting of Shareholders held on June 25, 2025, that the total maximum annual amount of the monetary compensation, etc. for Directors (excluding Directors who are Audit & Supervisory Committee Members) was 640 million yen (of which the total maximum annual amount for Outside Directors is 100 million yen). As of the conclusion of the said meeting, the number of Directors (excluding Directors who are Audit & Supervisory Committee Members) totaled six (6) (of which three (3) were Outside Directors).

It was resolved at the said meeting that, for the restricted stock compensation, the total maximum amount was 35 million yen (25,000 shares) per fiscal year for monetary claims of the stock portion and 35 million yen per fiscal year for share units to be provided, and the total maximum amount of cash to be paid based on share units was 300 million yen per fiscal year; and for the performance share units compensation, the total maximum amount was 340 million yen (290,000 shares) per fiscal year for monetary claims of the stock portion and 340 million yen per fiscal year for the share units to be provided, and the total maximum amount of cash to be paid based on the share units was 1.2 billion yen per fiscal year. As of the conclusion of the said meeting, the number of Directors (excluding Directors who are Audit and Supervisory Committee Members) totaled six (6) (of which three (3) were Outside Directors), and the number of Directors eligible for the compensation (excluding Directors who are Audit and Supervisory Committee Members) were three (3).

At the said meeting, it was resolved that the maximum amount of the monetary compensation, etc. for Directors who are Audit & Supervisory Committee Members of the Company was up to 170 million yen per year. As of the conclusion of the said meeting, the number of Directors who are Audit & Supervisory Committee Members totaled five (5) (of which three (3) were Outside Directors).

5) The Compensation, etc. for Directors and Statutory Auditors for FY2025

(headcount; millions of yen)

	Total amount of the compensation, etc.	Total amount of the compensation, etc., by type				Number of applicable Directors and Auditors
		Basic compensation	Performance-linked compensation	Restricted stock	Performance share units	
Directors who are not Audit & Supervisory Committee Members (Excluding Outside Directors) *1	424	257	64*2	51*3	53*4	4
Outside Directors who are not Audit & Supervisory Committee Members*1	66	66	—*5	—*5	—*5	5
Directors who are Audit & Supervisory Committee Members (Excluding Outside Directors) *6	53	53	—	—	—	2
Outside Directors who are Audit & Supervisory Committee Members Auditors*6	45	45	—	—	—	3
Statutory Auditors (Excluding Outside Statutory Auditors) *6	19	19	—	—	—	2
Outside Statutory Auditors*6	12	12	—	—	—	3

*1: The Company transitioned to a Company with an Audit & Supervisory Committee as of the close of the 159th Ordinary General Meeting of Shareholders held on June 25, 2025. The total amount of compensation, etc. for Directors who are not Audit & Supervisory Committee Members includes compensation, etc. for Directors prior to the Company's transition to a Company with an Audit & Supervisory Committee.

*2: The performance-linked compensation of 64 million yen is an estimated amount scheduled to be paid by the end of June 2026 to the three (3) Directors who are not Audit & Supervisory Committee Members (excluding Outside Directors) appointed at the said meeting, and one (1) internal Director who retired upon the conclusion of the said meeting.

*3: The restricted stock compensation of 51 million yen is the compensation amount for the restricted stock compensation provided in July 2025 to three (3) Directors who are not Audit & Supervisory Committee Members (excluding Outside Directors) appointed at the said meeting, and one (1) internal Director who retired upon the conclusion of the said meeting. The stated amount is the amount to be recorded as expenses for the current fiscal year (excluding the portion disclosed in the former fiscal years).

*4: The performance share units compensation of 53 million yen is an estimated amount of the performance share units compensation to be provided to three (3) Directors who are not Audit & Supervisory Committee Members (excluding Outside Directors) appointed at the said meeting, and one (1) internal Director who retired upon the conclusion of the said meeting. The stated amount is the amount to be recorded as expenses for the current fiscal year (excluding the portion disclosed in the former fiscal years).

*5: The performance-linked compensation, the restricted stock compensation, and the performance share units compensation are not provided to Outside Directors.

*6: The compensation, etc. for Directors who are Audit & Supervisory Committee Members pertains to the period after the Company's transition to a Company with an Audit and Supervisory Committee, while the compensation, etc. for Statutory

Auditors pertains to the period prior to the transition to a Company with an Audit & Supervisory Committee. The compensation for Directors who are Audit & Supervisory Committee Members is determined through discussions by Directors who are Audit & Supervisory Committee Members. In addition, the compensation, etc. for Statutory Auditors is determined through discussions by Statutory Auditors.

6) Matters Regarding the Performance-linked Compensation, etc.

(a) The performance-linked compensation

The amounts of the performance-linked compensation for internal Directors who concurrently serve as Corporate Officers were calculated based on the achievement level etc. of the targets of the performance indicators stated in 1) e) (i) and the performance evaluation of individual Directors.

The performance results for FY2025, as shown in the following table, indicate that adjusted operating income and ROIC based on adjusted operating income after tax fell below the standard target values. Consequently, the payment rate for the performance-linked compensation in FY2025 is expected to be 73% of the standard amount of the performance-linked compensation (the amount to be paid if all performance indicators meet the standard target values).

Performance indicators	Standard targets (Note)	Results
Adjusted operating Income	35 billion yen	25.8 billion yen
ROIC based on adjusted operating income after tax	3%	2.6%
Individual performance targets	Set individual performance targets including non-financial indicators (safety)	Based on performance evaluation of individual Director

Note : The standard target values for adjusted operating income and ROIC based on adjusted operating income after tax are figures in the earnings forecast as of the beginning of the fiscal year (announced in May 2025).

(b) The performance share units compensation

(i) Details of the performance indicators and reasons for the selection

As described in 1) (e) (ii).

(ii) The amount or calculation method of the performance share units compensation

The Company calculates the number of shares and share units to be provided to each internal Director who concurrently serves as a Corporate Officer based on the achievement level of the targets for performance indicators stated in 1) (e) (ii).

(iii) Results of performance indicators

The results of the performance indicators for FY2025 showed that ROE was below targets as shown in the table below, while TSR generally achieved its target. Consequently, the payment rate of the performance share units compensation corresponding to the execution of business operations in FY2025 is expected to be 56% of the standard amount of the performance share units compensation (the amount to be paid if all targets for each performance indicators are achieved).

Performance indicators	Targets	Results	Performance evaluation period
ROE	10%	△22.1%	1 year
TSR	Benchmark TSR	Generally achieved the target	
Sustainability (Environment, DE&I and employee engagement)	Medium-term target	based on the achievement level of the targets for each Director	2 years

Note: The target for ROE is a figure the Company should aim for over the medium-term.

7) Matters Regarding the Non-monetary Compensation, etc.

(a) The restricted stock compensation

The details of the restricted stock compensation granted during FY2025 are as follows.

Category	Class and number of shares	Number of persons
Internal Directors concurrently serving as Corporate Officers	Ordinary shares of the Company 18,083 shares	3

Note 1: The outline of the conditions when the shares were granted is as described in 1) (f) (ii).

Note 2: The number of ordinary shares of the Company stated in the aforementioned “Class and number of shares” includes the stock compensation (1,480 shares) corresponding to the period during which Yuji Nakahara served as a Teijin Group Corporate Officer (from October 2024 to March 2025) prior to his appointment as a Director who is not an Audit & Supervisory Committee Member at the 159th Ordinary General Meeting of Shareholders held on June 25, 2025.

(b) The performance share units compensation

The details of the stock compensation granted during FY2025 are as follows. An outline of the method of calculating such performance share units compensation is as described in 6)(b) and 1)(f)(ii).

Category	Class and number of shares	Number of persons
Internal Directors concurrently serving as Corporate Officers	Ordinary shares of the Company 16,870 shares	3

Note 1: The outline of the conditions when the shares were granted is as described in 1) (f) (ii).

Note 2: The performance share units compensation corresponding to the execution of duties in FY2024 and FY2025, which is scheduled to be granted in July 2026, is not included, as it is scheduled to be resolved by the Board of Directors to be held immediately after the Ordinary General Meeting of Shareholders scheduled for June 19, 2026.

8) Review of Performance Evaluation Indicators for FY2026

In order to further strengthen the commitment of Directors to achieving the management targets set forth in the “Teijin Group Medium-Term Management Plan 2026-2028” and to appropriately reflect in the compensation system for directors the initiatives aimed at enhancing the Company’s corporate value over the medium to long term, we will revise the performance indicators for performance share units compensation, etc. from FY2026 as follows:

(a) Performance-linked compensation

In FY2026, in order to incentivize the enhancement of corporate value through the execution of management with an emphasis on improving profitability and increasing capital efficiency, the performance indicators for internal Directors who concurrently serve as Corporate Officers will be set as “Profit,” “ROIC based on adjusted operating income after tax,”

“Sustainability (Safety),” and “Individual Performance Targets.” With regard to internal Directors who concurrently serve as Corporate Officers, the performance indicators for President and CEO, Representative Director of the Board will be “Profit,” “ROIC based on adjusted operating income after tax,” and “Sustainability (Safety).”

(b) Performance share units compensation

In order to incentivize the sustainable enhancement of corporate value and shareholder value over the medium to long term, the Company will use “ROE,” “TSR,” and “Sustainability” as performance indicators for internal Directors who concurrently serve as Corporate Officers. With respect to “ROE,” the medium-term targets will be used as a benchmark, with a framework to evaluate the execution and outcomes of management that places emphasis on capital efficiency. In addition, from the perspective of further promoting management that is conscious of shareholders’ interests, we continue to adopt TSR, which reflects market valuation, as a performance indicator. Furthermore, in order to realize our long-term vision of “To be a company that supports the society of the future,” we have established non-financial indicators related to sustainability (environment, DE&I, and employee engagement) as performance indicators, thereby seeking to create medium- to long-term corporate value through the simultaneous enhancement of both financial and non-financial value.

The performance indicators and evaluation period, etc. for performance share units compensation

Performance indicators	Targets	Composition ratio (For 1 year)	Performance evaluation period	Timing of provision of shares and share units
ROE	Medium-term target	40%	3 years (Period of the medium-term management plan)	The fiscal year following the expiration of each performance evaluation period
TSR	Benchmark TSR	30%	3 years (Rolling method)	
Sustainability (Environment, DE&I and employee engagement)	Medium-term target	30%	3 years (Period of the medium-term management plan)	

Note 1: The TSR performance evaluation period is set for each fiscal year during the period covered by the “Teijin Group Medium-Term Management Plan 2026-2028,” and the performance evaluation period shall be the three (3) consecutive years starting from the first day of each fiscal year.

Note 2: All of the contents above are those initially planned for the target period of the “Teijin Group Medium-Term Management Plan 2026–2028,” and the contents (including performance indicators, targets, composition ratio, performance evaluation period, etc.) are subject to change during the relevant target period by the decision of the Board of Directors within the scope approved by a resolution of the General Meeting of Shareholders. Furthermore, those contents will be newly established after the end of the relevant target period.

5. Policy Regarding the Determination of Dividends from Retained Earnings

The Company has adopted a basic policy of paying dividends with a target dividend payout ratio of 30%, while giving due consideration to stable and continuous dividends.

In the “Teijin Group Medium-Term Management Plan 2026–2028” announced on May 11, 2026, the Company will continue to give due consideration to providing stable and continuous dividends. For FY2026, the Company’s basic policy is to maintain the current dividend level and pay an annual dividends of 50 yen per share. Going forward, while striving to achieve both financial discipline and stable dividends, we will also consider setting a Dividend on Equity (DOE) ratio from FY2027 onward. For FY2025, the annual dividend will be 50 yen per share, which includes the interim dividend of 25 yen per share which was implemented on December 4, 2025.

© Dividend of surplus for FY2025

Fiscal year-end dividend: 25 yen per share

Date that the dividends of surplus takes effect: May 29, 2026 (Fri.)

Note 1: In this Report on Operations, figures less than a unit are rounded off, unless otherwise noted.

Note 2: The names of products and services included in this Report on Operation are trademarks or registered trademarks of the Teijin Group or the relevant companies of the Teijin Group.

Financial Statement

Consolidated Statements of Financial Position

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and cash equivalents	107,538	104,474
Trade and other receivables	166,741	167,365
Inventories	227,032	208,820
Other financial assets	8,499	12,179
Other current assets	22,685	20,155
	<hr/>	<hr/>
Subtotal	532,496	512,993
	<hr/>	<hr/>
Assets held for sale	55,388	15,089
	<hr/>	<hr/>
Total current assets	587,883	528,082
	<hr/>	<hr/>
Non-current assets		
Property, plant and equipment	250,945	218,141
Right-of-use assets	23,333	19,147
Goodwill	8,334	7,897
Intangible assets	85,511	50,967
Investment property	11,888	10,383
Investments accounted for using equity method	45,602	37,996
Other financial assets	26,481	29,108
Retirement benefit asset	728	905
Deferred tax assets	16,977	13,373
Other non-current assets	3,589	4,116
	<hr/>	<hr/>
Total non-current assets	473,389	392,033
	<hr/>	<hr/>
Total assets	1,061,272	920,115
	<hr/>	<hr/>

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	105,296	103,592
Bonds and borrowings	124,985	129,411
Lease liabilities	7,954	7,583
Other financial liabilities	5,473	10,613
Income taxes payable	3,693	3,730
Provisions	1,798	1,475
Other current liabilities	38,147	43,061
Subtotal	287,347	299,465
Liabilities directly associated with assets held for sale	31,616	2,452
Total current liabilities	318,962	301,917
Non-current liabilities		
Bonds and borrowings	237,494	182,064
Lease liabilities	16,694	17,354
Other financial liabilities	4,729	5,472
Retirement benefit liability	32,375	34,272
Provisions	992	1,007
Deferred tax liabilities	3,268	3,337
Other non-current liabilities	8,215	6,061
Total non-current liabilities	303,768	249,566
Total liabilities	622,731	551,483
Equity		
Share capital	71,833	71,833
Capital surplus	105,708	105,701
Retained earnings	231,726	138,509
Treasury shares	(11,411)	(10,974)
Other components of equity	34,655	58,634
Other comprehensive income associated with assets held for sale	(1,134)	758
Total equity attributable to owners of parent	431,378	364,461
Non-controlling interests	7,164	4,171
Total equity	438,541	368,631
Total liabilities and equity	1,061,272	920,115

Consolidated Statements of Profit or Loss

(Millions of yen)

	FY2024 (Apr. 2024-Mar. 2025)	FY2025 (Apr. 2025-Mar. 2026)
Continuing operations		
Revenue	1,005,471	873,190
Cost of sales	(814,020)	(711,226)
Gross profit	191,452	161,964
Selling, general and administrative expenses	(270,330)	(231,322)
Other income	12,595	18,102
Other expenses	(5,545)	(19,457)
Operating income (loss)	(71,828)	(70,714)
Finance income	4,115	4,161
Finance costs	(11,378)	(9,468)
Share of profit of investments accounted for using equity method	1,052	1,960
Profit (loss) before tax	(78,038)	(74,060)
Income tax expense	2,291	(13,859)
Profit (loss) from continuing operations	(75,747)	(87,920)
Discontinued operations		
Profit from discontinued operations	106,058	—
Profit (loss)	30,310	(87,920)
Profit (loss) attributable to		
Owners of parent	28,347	(88,003)
Non-controlling interests	1,963	84
Profit (loss)	30,310	(87,920)
Earnings(loss) per share		
Basic earnings (loss) per share		
Continuing operations	(394.39)	(456.33)
Discontinued operations	541.54	—
Total	147.15	(456.33)
Diluted earnings (loss) per share		
Continuing operations	(394.39)	(456.33)
Discontinued operations	541.54	—
Total	147.15	(456.33)

(Consolidated Statements of Comprehensive Income)

For FY2024 and FY2025

(Millions of yen)

	FY2024 (Apr. 2024-Mar. 2025)	FY2025 (Apr. 2025-Mar. 2026)
Profit (loss)	30,310	(87,920)
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Financial assets measured at fair value through other comprehensive income	638	3,363
Remeasurements of defined benefit plans	743	2,468
Share of other comprehensive income of investments accounted for using equity method	(20)	(14)
Total of items that will not be reclassified to profit or loss	1,362	5,816
Items that may be reclassified to profit or loss		
Effective portion of cash flow hedges	628	(2,435)
Exchange differences on translation of foreign operations	(3,732)	27,243
Share of other comprehensive income of investments accounted for using equity method	487	163
Total of items that may be reclassified to profit or loss	(2,617)	24,970
Total other comprehensive income(loss), net of tax	(1,256)	30,787
Comprehensive income(loss)	29,055	(57,133)
Comprehensive income(loss) attributable to		
Owners of parent	27,099	(57,225)
Non-controlling interests	1,956	91
Comprehensive income(loss)	29,055	(57,133)