

Corporate Governance Report

Last Update: June 25, 2026
TORAY INDUSTRIES, INC.

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www.toray.com

Corporate governance at Toray Industries, Inc. (“Toray” or the “Company”) is as follows:

I. Toray’s Basic Policy on Corporate Governance and Capital Structure, Corporate Attributes and Other Basic Information

1. Basic policy

From the outset, one of Toray Group’s managerial principles has been that the purpose of a company is to contribute to society. The Group has developed the Toray Philosophy that incorporates this principle. The Group systematizes the Toray Philosophy as a Corporate Philosophy, Corporate Missions, Corporate Guiding Principles, etc. Among these, the Corporate Missions call for desirable relationships with stakeholders and enunciate the Group’s commitment “To provide our shareholders with dependable and trustworthy management.” In addition, the Corporate Guiding Principles stipulate the Group’s commitment to “acting with fairness, high ethical standards and a strong sense of responsibility while complying with laws, regulations and social norms to earn trust and meet social expectations.” In establishing its corporate governance structure, the Group seeks to fulfill these philosophies as its basic policy.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

Toray has implemented all of the principles of the Corporate Governance Code.

[Disclosure Based on the Principles of the Corporate Governance Code]

The term “members of the senior management” used hereinafter refers to representative members of the Board.

[Principle 1.4 (Policy for Strategic Shareholdings)]

To lead to improvements in the Toray Group’s mid- to long-term corporate value and sustainable growth, Toray holds the shares of business partners, in comprehensive consideration of purposes including strengthening of transaction relations, smoothing business alliances, and reinforcing joint research and technology development, as well as business strategies.

For such individual strategic holdings, Toray periodically reviews the purposes and reasons for holding shares at the Board of Directors meetings from both quantitative perspectives of whether the benefits and risks associated with each holding are worth Toray’s capital cost and qualitative perspectives such as compatibility with the purpose of holding, and sells shares that have become less meaningful to hold primarily due to changes in transaction relations.

When exercising the voting rights as to the strategic holdings, Toray decides to approve or disapprove each agenda based on its conviction that the mid- to long-term improvement of the corporate value of business partners will also lead to the enhancement of Toray Group’s corporate value.

When shareholders who hold Toray’s shares indicate their intention to sell their shares, Toray will respect their intention and respond appropriately.

At the Board of Directors meeting held in May 2024, Toray decided on a policy for reducing the strategic shareholdings by 50% (approximately 100.0 billion yen) over the three years from the fiscal year ended March

31, 2025 to the fiscal year ending March 31, 2027. Based on this policy, Toray sold 109.4 billion yen of listed shares in the fiscal year ended March 31, 2025 and 29.9 billion yen of listed shares in the fiscal year ended March 31, 2026. In addition, Toray reviewed the purposes and reasons for holding shares at the Board of Directors meeting held in May 2026 and confirmed the partial sale of shares.

[Principle 1.7 (Related Party Transactions)]

With respect to any transaction between a member of the Board and the Company that involves a conflict of interest, the Board of Directors stipulates internal procedures therefor pursuant to laws and regulations and administers them appropriately so as not to damage the interests of the Company or common interests of shareholders. Specifically, Toray established an “Authority of Top Management” to enable its Board of Directors to reserve the power to approve transactions involving conflicts of interest. If a shareholder holds 10% or more of Toray’s stock and engages in a transaction with Toray, the Board of Directors will take appropriate procedures and appropriately administer the transaction.

[Supplementary Principles 2.4.1 (Ensuring Diversity and Developing the Environment in the Promotion to Core Human Resources and Other Related Matters)]

(1) Ensuring diversity

In order to solve the diversified social issues and respond to customer needs, there is a need to secure and appoint human resources with diverse backgrounds regardless of attributes, from the perspectives of gender, international experience, work experience, age, and other factors, in accordance with business plans. With regard to female employees in particular, we have stayed ahead of the curve in securing and proactively utilizing females, appointing a woman to a management position in 1958, introducing childcare leave in 1974, about 20 years before it was legislated, appointing a woman as president of an affiliated company in 2003, and initiating the Advancement of Women Project in 2004, among other initiatives.

- A. We will keep doors wide open with an eye to securing human resources with diverse backgrounds, and continue to promote the right person to the right position. Of 27 Corporate Vice Presidents, one is female, and of 31 Vice Presidents and fellows, who rank below Corporate Vice Presidents, six are non-Japanese, and eight are mid-career hires. In addition, we have appointed two female outside directors and one female outside corporate auditor. Furthermore, overseas subsidiaries have 25 presidents who are foreign nationals (all of whom are mid-career hires) and four full-time members of the Board who are female.
- B. Regarding the status of women’s career advancement efforts, the Company’s basic stance is to appoint the right talent to the right position based on the person’s abilities, achievements, career orientation, and expectations of the Company, regardless of gender. As of April 2026, one female employee is appointed to management level (equivalent in level to divisional general manager), 30 female employees to the department manager level (two in 2004 when the Advancement of Women Project was initiated by the Company), and 128 female employees to the section manager level (27 in 2004). The percentage of women in management positions is steadily increasing, with women filling 6.9% of section manager or higher positions (10.9% of unit manager or higher positions). We will focus on talent development to further promote women in the future.

(2) Implementing “people-centric management”

Toray Group regards human resources as the most important management resource based on the fundamental idea that “the success or failure of a company is decided by its people, and that employees shape its destiny.” “Implementing people-centric management” is positioned as a fundamental policy for realizing “TORAY VISION 2050.” To ensure that Toray remains a truly sustainable company in the future, we aim for the growth of individuals, the organization, and the business through the autonomy, challenges, and co-creation of each employee, while also developing an organization that can maximize its potential.

Our human resources development guidelines consist of the following four points:

- Development of fair-minded individuals who act with high ethical standards and a sense of responsibility
- Training of professionals with advanced expertise, technical skills and originality in problem solving
- Development of leaders who act with foresight, leadership and a sense of balance
- Development of individuals, professionals, and leaders who can play an active role in global business

Toray Global HR Management (“G-HRM”) Fundamental Policy

www.toray.com/sustainability/activity/personnel/

[Principle 2.6 (Roles of Corporate Pension Funds as Asset Owners)]

Toray determines the asset allocation from a mid- to long-term perspective while considering risks and returns, in order to pay pensions to beneficiaries in a stable and certain manner through the Toray Corporate Pension Fund. Matters related to asset management are approved and decided at the Board of Representatives based on deliberations at the Asset Management Committee. Furthermore, Toray allocates human resources with appropriate talents to the Asset Management Committee and the Board of Representatives, mainly from the Personnel & Industrial Relations Division and Finance & Controller's Division, to monitor the status of asset management.

[Principle 3.1 (Full Disclosure)]

(i) Management philosophy, business strategies and business plans

Toray's management philosophy, business strategies and business plans are disclosed on the Company website.

Management philosophy www.toray.com/aboutus/philosophy.html

Business strategies www.toray.com/aboutus/strategy/

Business plans www.toray.com/aboutus/project/

(ii) Basic policy on corporate governance

Toray developed the "Basic Policy on Corporate Governance" and disclosed it on the Company website.

www.toray.com/aboutus/governance/index.html

(iii) Policy and procedures for determining remuneration

The Toray's remuneration for members of the Board is disclosed on the Company website.

www.toray.com/aboutus/governance/index.html

(iv) Policy and procedures for nominating candidates for members of the Board and corporate auditors, and policy and procedures for electing and dismissing members of the senior management

As Toray Group supplies a wide range of industries with basic materials, when nominating candidates for internal members of the Board, the Company considers the candidate's familiarity with its business and major functions, ability to make timely and appropriate management judgments based on rich experience at the worksites and deep expertise, as well as management track record and experience at Toray Group. The nomination criteria for candidates include an ability to oversee management based on fiduciary responsibilities from an objective standpoint independently of business operations.

For appointing future Presidents and other members of the senior management from within the Company, it is important to systematically train and nurture candidates in advance by, for example, appointing them in key positions in consideration of their potential to serve senior management positions. Mid- to long-term succession plans for key positions are periodically created and approved by the Board of Directors following the deliberation by the Governance Committee.

For outside directors, the criteria for nominating candidates are an ability to oversee management from broader perspectives to further improve the transparency and fairness of management and an ability to provide appropriate advice to the management from a mid- to long-term perspective, based on sympathy with the Toray Philosophy and a profound understanding of the basic materials business.

The nomination of candidates for members of the Board goes through the following process: discussions among the senior management, including the President; confirmation of candidate selection policies by the Governance Committee; confirmation of mid- to long-term succession plans for key positions; and multifaceted deliberation on individual nomination proposals. The nomination of candidates is then approved by the Board of Directors.

After considering the candidate's management track record and experience at Toray Group, the President is elected based on the candidate's rich experience at the worksites and deep expertise, as well as insight and other qualities that serve to embody the Toray Philosophy globally. The election and dismissal of the President is approved by the Board of Directors after deliberation by the Governance Committee.

The dismissal of members of the Board follows the provisions of the Companies Act through deliberations at the Governance Committee.

The Governance Committee continuously reviews the policy on nominating candidates for members of the Board and basic policy on electing and dismissing members of the senior management, including the President.

For corporate auditors, the main criterion for nominating them is an ability to appropriately carry out their roles while keeping objectivity and neutrality, either from a viewpoint with profound knowledge of Toray

Group businesses in the case of internal corporate auditors or from a professional viewpoint in the case of outside corporate auditors.

With the consent of the Board of Corporate Auditors, the Board of Directors approves the nomination of candidates for corporate auditors, who meet the abovementioned criterion, have superior character and knowledge, and are judged to be appropriate as corporate auditors.

(v) Explanations on individual nominations, elections, and dismissals of candidates for members of the Board and corporate auditors and members of the senior management

Toray Group nominates, elects, and dismisses candidates for members of the Board and corporate auditors and members of the senior management in accordance with the policies for nominations, elections, and dismissals described in (iv) above.

Explanations on individual nominations of candidates for members of the Board and corporate auditors are posted in the materials for the Ordinary General Meeting of Stockholders.

www.toray.com/ir/stocks/sto_008.html

[Supplementary Principles 3.1.3 (Disclosure of Sustainability Initiatives)]

The Toray Group believes that its mission is to deliver innovative technologies and advanced materials that provide real solutions to the global challenges the world faces in balancing development and sustainability, such as global population growth, aging demographics, climate change, water scarcity, and resource depletion. With regards to the sustainability of society and our own company, the "TORAY VISION 2050" (the "Vision") was formulated and announced based on a resolution of the Board of Directors. The Vision aims to achieve three perspectives of the world envisioned by Toray Group in 2050 ((i) A world where people live in harmony with the planet, resources are recycled, and nature regenerates (Environment), (ii) A world where prosperity is created and shared in safe and secure societies (Society), and (iii) A world where everyone lives in health and comfort (People)). Business strategies and implementation plans for realizing the Vision have each been formulated and announced as the Long-Term Management Strategy and the Medium-Term Management Program.

In addition, we have established the "Toray Sustainability Principles" as the basic policy for our sustainability initiatives, and are promoting Group-wide efforts.

Details of sustainability initiatives are disclosed in the Sustainability Report. In addition, scenario analysis is conducted for climate change issues to identify opportunities and risks, and its information is provided in the TCFD Report covering governance, strategy, risk management, and metrics and targets in accordance with the TCFD recommendations. As for challenges concerning biodiversity and natural capital, nature-related dependencies and impacts, opportunities and risks are evaluated using the LEAP approach promoted by the TNFD and its information is provided in the TNFD Report, covering governance, strategy, risk and impact management, and metrics and targets.

Since its founding, the Company has instilled a corporate culture of valuing and nurturing people, developing human resources under the concept of "people-centric management." In the Medium-Term Management Program, we are implementing reskilling programs that match our business strategy, such as early development of digital human resources who can independently carry out businesses, research, and technology development harnessing digital technologies. We are also focusing on promoting "Health and Productivity Management" to create a healthy and comfortable working environment for our employees.

Furthermore, regarding intellectual property, our Medium-Term Management Program aims to contribute to business operations by strengthening our intellectual property capabilities in conjunction with our business strategy, and we will proceed with these efforts accordingly.

In such manner, investment in intangible assets including human capital and intellectual property is continuously made based on the human resource strategy and intellectual property strategy outlined in the Medium-Term Management Program.

"TORAY VISION 2050"

www.toray.com/aboutus/torayvision/

Long-Term Management Strategy

www.toray.com/aboutus/strategy/

Medium-Term Management Program

www.toray.com/aboutus/project/

Toray Sustainability Principles

www.toray.com/sustainability/sustainability_promotion/

Sustainability Report

www.toray.com/sustainability/download/#anc1

TCFD Report

www.toray.com/sustainability/download/#anc2

TNFD Report

www.toray.com/sustainability/download/#anc3

Toray Global HR Management (“G-HRM”) Fundamental Policy

www.toray.com/sustainability/activity/personnel/

Health and Productivity Management

www.toray.com/sustainability/activity/personnel/work.html

“Health and Productivity Management” is a registered trademark of Nonprofit Organization Kenkokeiei.

[Supplementary Principles 4.1.1 (Roles and Responsibilities of the Board)]

The Board of Directors established the Authority of Top Management, an internal rule that expressly stipulates important matters with respect to which decision-making authority is reserved by the Board of Directors and matters with respect to which decision-making is delegated to the management, including the President.

For matters with respect to which decision-making authority is reserved by the Board of Directors, a specific guideline for importance has been established based on the degree of impact on the Company’s financial status and other factors, to ensure that the business operation of the whole of Toray Group, including Group companies, is included according to importance, in addition to the matters set forth in laws and regulations.

[Principle 4.9 (Independence Standards and Qualification for Outside Directors)]

Standards for the independence of outside directors are disclosed on the Company website as part of the “Basic Policy on Corporate Governance.”

www.toray.com/aboutus/governance/gov_001.html#r3

[Supplementary Principles 4.10.1 (Effectiveness of Nomination Committee and Remuneration Committee)]

Toray established the voluntary Governance Committee as an advisory organ to the Board of Directors in order to report to the Board of Directors on important issues regarding Toray’s corporate governance over the medium- to long-term. The Governance Committee consists of the Chairman, President, and all outside directors, with an outside director serving as chairperson. Deliberation at the Governance Committee encompasses matters regarding the Company’s overall corporate governance matters, including the following, and the Committee is responsible for the functions of the Nomination Committee and the Remuneration Committee.

- Structure of the Board of Directors
- Evaluation of the management and operation of the Board of Directors
- Policy on nominating candidates for members of the Board
- Remuneration system for members of the Board and corporate auditors
- Basic policy on electing and dismissing members of the senior management, including the President

To ensure the objectivity and transparency of governance, the Company established standards for the independence of outside directors and outside corporate auditors.

Standards for Judging the Independence of Outside Directors/Corporate Auditors

www.toray.com/aboutus/governance/gov_001.html#r3

[Supplementary Principles 4.11.1 (Policy on the Board of Directors, Policy and Procedures for Selecting Members of the Board)]

Toray Group globally plays an active part in a broad scope of business fields and should appropriately respond to various risks surrounding each business in order to realize sustainable growth and increased corporate value. The Board of Directors has to evaluate the risks multilaterally to fulfill its roles of oversight and decision-making. To that end, the Board of Directors strives for appropriate balance in the number of members and structure based on laws and regulations, important guidelines and rules, as well as diversity-related perspectives of gender, international experience, work experience, age, and other factors, with members who widely cover the fields of the corporate activities of the Group in terms of knowledge, experience and ability, with the announcement of the skill matrix of members of the Board. The Governance Committee continuously reviews the structure of the Board of Directors.

Skill matrix

www.toray.com/aboutus/governance/#anc2

[Supplementary Principles 4.11.2 (Offices where Members of the Board and Corporate Auditors Concurrently Serve as Members of the Board and Corporate Auditors at Other Listed Companies)]

Offices held concurrently by members of the Board and corporate auditors are posted in the materials for the Ordinary General Meeting of Stockholders.

www.toray.com/ir/stocks/sto_008.html

[Supplementary Principles 4.11.3 (Analyzing and Evaluating the Effectiveness of the Board of Directors)]

(1) Process of analysis and evaluation

Toray's Board of Directors conducted a "Questionnaire Survey to Evaluate the Effectiveness of the Board of Directors in the fiscal year ended March 31, 2026" among 15 survey respondents, who comprised all of the Board members and corporate auditors. In addition, we conducted interviews with seven outside directors and outside corporate auditors to hear their opinions in relation to their responses to the questionnaire.

The collection and tabulation of the questionnaire were outsourced to a third-party organization to ensure transparency and objectivity.

The survey results were analyzed and evaluated at the Governance Committee held on June 8, 2026 and the results of the analysis and evaluation were deliberated at the Board of Directors meeting held on June 19, 2026. The overview of the results of the analysis and evaluation shown in item (2) below describes the contents resolved at the Board of Directors meeting, covering the following main topics of the survey.

A. Status and structure of the Board of Directors

B. Management and operation of the Board of Directors

C. Discussions by the Board of Directors (business strategies, business plans, internal control, and risk management)

D. Performance of members of the Board

E. Training

F. Dialogue with stockholders (investors)

G. Individual initiatives

H. Management and operation of voluntary committees

I. Overall evaluation

(2) Overview of the results of the analysis and evaluation

A. In the fiscal year ended March 31, 2026, the Board of Directors performed oversight and decision-making based on a deep understanding and sympathy with the Management Philosophy and Corporate Missions. As a result, we believe that the Board of Directors generally fulfilled its roles and responsibilities in indicating the direction of corporate strategies and other major courses of action in an appropriate manner.

B. In the fiscal year ended March 31, 2026, the Board of Directors held 14 meetings in total to perform oversight and decision-making in a timely and appropriate manner. In particular, through discussions on formulating the Vision, Long-Term Management Strategy, and Medium-Term Management Program, the Board of Directors ensured that our three core values of contributing to society through business activities, people-centric management, and management from a long-term perspective contribute to raising medium- to long-term corporate value. In addition, the Board of Directors continued discussions concerning improving capital efficiency that is conscious of PBR and returns to stockholders, etc. as an initiative under Action to Implement Management That Is Conscious of Capital Cost and Stock Price. Based on this, we believe that the Board of Directors generally fulfilled its roles and responsibilities in an appropriate manner in establishing an environment conducive to appropriate risk-taking for members of the senior management.

C. With respect to the 14 Board of Directors meetings held in the fiscal year ended March 31, 2026, the attendance rate of the members of the Board was 99%. Outside directors made remarks mainly from their respective professional viewpoints. The opinions, etc. at the Board of Directors meetings, including the abovementioned remarks, were appropriately reflected in measures taken by the management. The Governance Committee fulfilled its function as an advisory organ to the Board of Directors concerning nomination and remuneration, through promoting discussions at its 12 meetings held in total on the number of members and structure of the Board that would contribute to raising medium- to long-term corporate value and sustainable growth, remuneration for members of the Board and corporate auditors, as well as the President succession planning system, among other matters. In light of the above, we believe that the Board of Directors generally fulfilled its roles and responsibilities in carrying out the effective oversight of members of the Board and the management from an independent and objective standpoint in an appropriate manner.

- D. Based on the above, we believe that the Board of Directors generally fulfilled its roles and responsibilities in an effective manner in the fiscal year ended March 31, 2026. With regard to “diversity at the Board of Directors meetings,” we will continue discussions on an ongoing basis, on the premise of ensuring quality, on the recruitment of human resources that can contribute to realizing the Toray Philosophy. With regard to “further activating discussions at the Board of Directors meetings,” continuing from the fiscal year ended March 31, 2026, specific measures for improvement must be taken in the fiscal year ending March 31, 2027 and thereafter so as to further improve the effectiveness of the Board of Directors.
- E. With respect to the opinions, etc. received from the members of the Board and corporate auditors in the course of evaluating the effectiveness of the Board of Directors, the Governance Committee shall deepen discussions based on those opinions with a view to further improving the effectiveness of the Board of Directors, as necessary.

[Supplementary Principles 4.14.2 (Training Policy for Members of the Board and Corporate Auditors)]

Toray provides members of the Board and corporate auditors with training opportunities so that they can acquire knowledge necessary for their duties and appropriately fulfill their roles. Specifically, the Company holds internal training sessions for the members of the Board and corporate auditors and encourages them to participate in seminars and training outside the Company. As outside directors and outside corporate auditors significantly vary in their fields of specialization and degree of experience in corporate management, the Company individually handles them mainly in light of their individual backgrounds. The Governance Committee continuously evaluates the management and operations of the Board of Directors with a view to further improvement.

[Principle 5.1 (Policy for Constructive Dialogue with Shareholders)]

Toray positions the sharing of its basic policy of managing the Company from a mid- to long-term perspective with more shareholders and the promotion of the continuous holding of Company shares over the mid- to long-term as important managerial issues.

To that end, from the viewpoint that secured management transparency should serve as a basis for dialogue with shareholders, Toray established the Information Disclosure Principles to improve the structure of its system for appropriate and timely information disclosure.

For shareholders and investors with which the Company strives for constructive dialogue from a mid- to long-term perspective, the senior management will respond to them within a reasonable range while keeping the scope of fair and equitable information disclosure. The Company will explain its mid- to long-term management strategies and business plans presented in “TORAY VISION 2050,” the Long-Term Management Strategy, and the Medium-Term Management Program, as well as its response to sustainability issues and progress in the response set forth in the “Toray Sustainability Principles” and the “Sustainability Targets,” and engage in constructive dialogue for both parties in a manner conducive to sustainable growth and increased corporate value for Toray Group over the mid- to long-term.

[Action to Implement Management That Is Conscious of Capital Cost and Stock Price]

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update	June 25, 2026

Explanation of Actions

(1) The Group conducts business activities to embody its Corporate Philosophy of “Contributing to society through the creation of new value with innovative ideas, technologies and products.”

In our aim to realize a world where the environment, society, and people are inclusive, we have announced the “TORAY VISION 2050” (the “Vision”) as a statement that the Group will provide real solutions to various challenges the world faces by delivering innovative technologies and advanced materials. In addition, business strategies and implementation tasks for realizing the Vision have each been announced as the Long-Term Management Strategy and the Medium-Term Management Program.

“TORAY VISION 2050”

www.toray.com/aboutus/torayvision/

Long-Term Management Strategy “TORAY Challenges 2035”

www.toray.com/aboutus/strategy/

Medium-Term Management Program “IGNITION 2028”

www.toray.com/aboutus/project/

(2) The Medium-Term Management Program covering the three fiscal years from the fiscal year ending March 31, 2027, “IGNITION 2028,” has set ROIC as a KPI, with the following identified as the program challenge: enhance the “quality and certainty” of the growth strategy and structural reform. Utilizing a four-quadrant framework centered on “growth potential” and “profitability,” we will clarify the positioning of each business, prioritize the allocation of management resources to “high-growth, high-profitability businesses” that represent growth business fields, and implement “structural reforms for low-growth, low-profitability businesses” to achieve both increased profitability and improved capital efficiency. We will increase the effectiveness of business management that focuses attention on management resources allocation and capital efficiency from the perspective of cash flows and ROIC, aiming to raise the PBR to over 1.0 by improving ROIC.

(3) We will work to improve corporate value by formulating and executing business strategies to raise ROIC, as well as by fostering awareness of capital cost and invested capital. Moreover, we will ensure our accountability by having the Board of Directors check the progress of the Medium-Term Management Program and financial targets and announcing the progress.

In the fiscal year ended March 31, 2026, the Board of Directors held five meetings to review the Vision and the Long-Term Management Strategy and to formulate the Medium-Term Management Program, “IGNITION 2028,” starting from the fiscal year ending March 31, 2027. At its meeting held on May 22, 2026, the Board of Directors confirmed the progress of “expanding business and improving profitability” and “improving asset efficiency” in AP-G 2025, and as a result of discussion on the status of ROIC/WACC and ROE/cost of shareholders’ equity, at its meeting confirmed that ROIC is improving and the Board intends to continue efforts for resolving challenges to raise ROIC.

(4) The status of progress for the fiscal year ended March 31, 2026 is as follows.

A. On May 26, 2025, the Company held a management briefing for investors. Among main items the Company disclosed were:

- Toray’s strengths, value creation model, and business portfolio strategy
- Progress of measures to improve ROIC in AP-G 2025 and our approach to the next Medium-Term Management Program

B. On March 25, 2026, the Company held a briefing for investors on our Long-Term Management Strategy and Medium-Term Management Program. At the briefing, we demonstrated progress in improving ROIC in AP-G 2025, and disclosed our business portfolio strategy and KPIs for ROIC and ROE in the new Medium-Term Management Program, “IGNITION 2028.” We also disclosed our capital allocation policy.

May 26, 2025 Management Briefing

https://www.toray.com/ir/pdf/lib/lib_a546.pdf

March 25, 2026 Medium-Term Management Program Briefing

https://www.toray.com/ir/pdf/lib/lib_a554.pdf

For more details, please refer to the Investor Relations page on our website.

<Toray Investor Relations page>

www.toray.com/ir/

2. Capital Structure

Percentage of Foreign Shareholders:	More than 30%
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[Description of Major Shareholders]

Name of shareholders	Number of shares held (shares)	Percentage of shares held (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	215,137,800	14.77
Custody Bank of Japan, Ltd. (Trust Account)	106,843,600	7.33
Nippon Life Insurance Co.	71,212,250	4.89
TAIJU LIFE INSURANCE COMPANY LIMITED	35,961,000	2.47
National Mutual Insurance Federation of Agricultural Cooperatives	26,593,000	1.83
State Street Bank and Trust Company 505001	25,283,934	1.74
Sumitomo Mitsui Banking Corporation	24,022,000	1.65
State Street Bank and Trust Company 505025	23,084,028	1.58
State Street Bank and Trust Company 505301	22,290,572	1.53
J.P. Morgan Chase Bank 385781	20,633,961	1.42

Controlling shareholder (excluding parent company)	-
Parent Company	None

Supplementary explanation

Besides the aforementioned, Toray holds 47,522,821 shares of treasury stock.
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3. Corporate attributes

Stock exchange listings and market section	Prime Market Tokyo
Fiscal year end	March
Industry category	Textiles and Apparels
Number of employees (consolidated) at the end of the most recent fiscal year	1,000 persons or more
Net sales (consolidated) in the most recent fiscal year	1 trillion yen or more
Number of consolidated subsidiaries in the most recent fiscal year	100 or more but less than 300 companies

4. Guideline regarding the measures for protecting minority shareholders in transaction, etc. with a controlling shareholder

5. Other particular circumstances that may significantly affect corporate governance

(1) Approach to and policy on group management

- A. Toray holds one domestic listed subsidiary (Chori Co., Ltd.). While respecting the independence of this listed subsidiary and avoiding engaging in any act that damages the interests of its minority shareholders, the Company will fulfill its accountability for the reasonable grounds for maintaining it as a listed subsidiary and ensuring the effectiveness of the governance framework for the listed subsidiary.
- B. The Company strives to sophisticate its group management while ensuring the degree of freedom in the management of the said listed subsidiary and aims to achieve the Group's sustainable growth and enhancement of the corporate value over the medium- to long-term by sharing with the said listed subsidiary its "Corporate Philosophy ("Contributing to society through the creation of new value with innovative ideas, technologies and products")," the management philosophy and values that the Company has held since its foundation, and the "TORAY VISION 2050" and "TORAY Challenges 2035," and also by providing the said listed subsidiary with appropriate advice and support concerning the establishment of its internal control systems, etc.

(2) Reason for having the subsidiary remain listed

A. Chori Co., Ltd.

- a. As a specialized trading company that handles various manufacturers' products, Chori Co., Ltd. has established the "Chori" brand. We are able to: expect the generation of synergies through cooperation and coordination with the subsidiary, a company with strength in textile and chemical product businesses as well as a significant presence in the Chinese market (Chori Co., Ltd. was designated as a friendly trading company in 1961); and leverage the subsidiary's knowledge as a resource for our business development in the manufacturing sector, as Chori Co., Ltd. has penetrated emerging markets early by taking advantage of talents, having qualities that stand apart from those of employees of the Company, a manufacturer, and flexible capabilities. In addition, Chori Co., Ltd. actively promotes various initiatives with its partners outside the Toray Group as an independent trading company, which will lead to the broad and multifaceted business development of the Toray Group as a whole. In order to realize these benefits, we believe that Chori Co., Ltd. has to maintain its listing status for the purpose of enhancing its corporate value, and thereby contributing to the enhancement of the Group's overall competitive advantages, by recruiting and motivating a broad range of excellent talents, a key asset for the business of trading company, while remaining independent from the Company, as a listed subsidiary.
- b. In the Medium-Term Management Program, Project "IGNITION 2028," that is being implemented as a Group starting in the fiscal year ending March 31, 2027, we have set ROIC (*) as a KPI and the subsidiary's ROIC level has contributed to the improved corporate value of the Toray Group.
(*ROIC = operating income after tax / invested capital)

Suido Kiko Kaisha, Ltd., which was listed on the Standard Market of the Tokyo Stock Exchange, was delisted on June 24, 2026.

(3) Measures to ensure the effectiveness of the governance framework for the listed subsidiary

A. Chori Co., Ltd.

- a. On March 25, 2020, Chori Co., Ltd. established the Governance Committee, which is a voluntary committee, to strengthen the independence, objectivity, and accountability of the functions performed by its Board of Directors regarding the nomination and remuneration of members of the Board. The subsidiary's Governance Committee also deliberates on matters that become necessary to be addressed from the perspective of protecting the interests of its general shareholders. No former employees, Directors, officers, or other personnel of the Company serve as members of the Governance Committee, which is composed mainly of independent outside directors, hence the independence of the subsidiary in exercising authority over the election and dismissal of its directors is guaranteed.
- b. When exercising authority over the election and dismissal of the subsidiary's independent outside directors, the Company seeks to make an appropriate decision for each agenda item, while serving the interests of the subsidiary's shareholders in general. That decision depends on whether the candidate can oversee management from a broader perspective to further improve the transparency and fairness of management, and can provide appropriate management advice from a mid- to long-term perspective, based on his/her sympathy with the management philosophies of Toray and the subsidiary and understanding of the businesses.

- c. The transactions between the Company and the subsidiary are entered into based on the negotiations with reference to the market price, etc.
- (4) Approach to and policy on group management, and contracts related to content to be stated as policy
- A. As stated in (1), the Company aims to achieve the Group's sustainable growth and enhancement of its corporate value over the medium- to long-term by sharing its management philosophy with Chori Co., Ltd., its domestic listed subsidiary, and by providing it with appropriate advice and support concerning the establishment of its internal control systems, etc. In March 2021, the Group entered into an "Agreement on Group Management" with Chori Co., Ltd. with the aim of sharing these ideas regarding group management and expressing the effectiveness of governance mechanism in the company.
- B. Under this agreement, the Company holds prior consultations with Chori Co., Ltd. with regard to important management matters, such as timely disclosure, as part of the Group's risk management. However, the Company respects the independent decision-making of Chori Co., Ltd. so as not to unduly hinder the interests of its general shareholders; therefore, final decisions are made by Chori Co., Ltd. after receiving advice from the Company in terms of aiming to achieve the Group's sustainable growth and the medium- to long-term enhancement of its corporate value.
- (5) Relationship with a listed affiliated company invested in by the Company
- The Company holds one domestic listed affiliated company (Sanyo Chemical Industries, Ltd.) as a company accounted for using equity method.
- The significance of holding a listed affiliated company is that we are able to increase the chance of generating investment and other opportunities through joint development, in addition to securing the generation of synergies conducive to the improved corporate value of both companies through cooperation and coordination, as with the case of the listed subsidiary. Benefits for the listed affiliated company include the possibilities of recruiting and motivating a broad range of excellent talents, a key asset for its business other than the Company, and seeking business partners broadly from outside the Company for the purpose of enhancing its corporate value, while maintaining autonomous and independent management.
- Sanyo Chemical Industries, Ltd. manufactures functional chemicals that are essential for improving the functions of textiles, etc. produced by the Company. As we supply raw materials of such chemicals to Sanyo Chemical Industries, Ltd., both companies engage in joint development as needed. We believe that Sanyo Chemical Industries, Ltd. and the Company enjoy a mutually beneficial relationship in terms of the enhancement of corporate value, while maintaining their own independence, as business partners both aspiring to resolve global social issues with the power of chemistry.
- Although a former employee of the Company assumed office as a director of Sanyo Chemical Industries, Ltd., the Company respects its independence in management judgment and execution and hence does not position the said company as a member of the Toray Group management. By the same token, when exercising authority over the election and dismissal of the affiliated company's independent outside directors, the Company seeks to make an appropriate decision for each agenda item, while serving the interests of the affiliated company's shareholders in general. The transactions between the Company and the affiliated company are entered into rationally based on the market price, etc. as with other business partners, so as to prevent any conflicts of interest.

II. Organization of Management related to Management Decision-making, Execution of Duties and Oversight, and other Corporate Governance Structures

1. Organizational structures and operations

Organizational form	Company with Corporate Auditors
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[Board of Directors]

Number of members of the Board provided for in the Articles of Incorporation:	30
Term of members of the Board provided for in the Articles of Incorporation:	1 year
Chairperson of the Board of Directors:	Chairperson
Number of members of the Board:	10
Election of outside directors:	Elected
Number of outside directors:	4
Number of independent directors among outside directors:	4

Relationship with the Company (1)

Name	Attribution	Relationship with the Company (*)										
		a	b	c	d	e	f	g	h	i	j	k
Yuko Harayama	Scholar								△		△	
Akiko Innes-Taylor	From another company								○			
Keiichi Kobayashi	From another company								△			
Hideshi Ueda	Other								△			

* Categories for “Relationship with the Company”

* “○” when the director presently falls or has recently fallen under the category;

“△” when the director fell under the category in the past

* “●” when a close relative of the director presently falls or has recently fallen under the category;

“▲” when a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiaries

b. Non-executive director or executive of a parent company of the Company

c. Executive of a fellow subsidiary of the Company

d. A party whose major client or supplier is the Company or an executive thereof

e. Major client or supplier of the Company or an executive thereof

f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides remuneration as a director/corporate auditor

g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)

i. Executive of a company, between which the Company mutually appoints outside directors/corporate auditors (the director himself/herself only)

j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)

k. Others

Relationship with the Company (2)

Name	Independent Director	Supplementary explanation related to applicable categories	Reason for election
Yuko Harayama	○	Yuko Harayama was Executive Director of RIKEN (stepped down in March 2022). The Company makes donations to RIKEN. The Company engages in transactions with the institute; however, the amount of transactions in the fiscal year ended March 31, 2026 does not exceed 0.01% of the Group's revenue. Yuko Harayama was the Co-Representative Director of the Japanese Association for the Advancement of Science (stepped down in October 2023). The Company makes donations to the association.	Yuko Harayama satisfies the requirements for independent director/auditor set forth in the regulations of the Tokyo Stock Exchange and the standards for judging the independence stipulated by the Company. We therefore believe that her independency is secured.
Akiko Innes-Taylor	○	Akiko Innes-Taylor is a Professor at Waseda Business School (Graduate School of Business and Finance). The Company engages in transactions with the business school; however, the amount of transactions in the fiscal year ended March 31, 2026 does not exceed 0.01% of the Group's revenue.	Akiko Innes-Taylor satisfies the requirements for independent director/auditor set forth in the regulations of the Tokyo Stock Exchange and the standards for judging the independence stipulated by the Company. We therefore believe that her independency is secured.
Keiichi Kobayashi	○	Keiichi Kobayashi was the Representative Director, President of Furukawa Electric Co., Ltd. (became Director and Chairman of the Board in April 2023). The Company engages in transactions with the firm; however, the amount of transactions in the fiscal year ended March 31, 2026 does not exceed 0.01% of the Group's revenue.	Keiichi Kobayashi satisfies the requirements for independent director/auditor set forth in the regulations of the Tokyo Stock Exchange and the standards for judging the independence stipulated by the Company. We therefore believe that his independency is secured.
Hideshi Ueda	○	Hideshi Ueda was the Vice Chairman and Director General of Japan Chemical Fibers Association (stepped down in April 2019). The Company contributes membership fees and other fees to the association; however, the amount of transactions in the fiscal year ended March 31, 2026 does	Hideshi Ueda satisfies the requirements for independent director/auditor set forth in the regulations of the Tokyo Stock Exchange and the standards for judging the independence stipulated by the Company. We therefore believe that his independency is secured.

		not exceed 0.01% of the Group's revenue. Hideshi Ueda was the Representative Director, Vice President & Executive Officer of Tokyo Gas Engineering Solutions Corporation (stepped down in March 2022). The Company engages in transactions with the firm; however, the amount of transactions in the fiscal year ended March 31, 2026 does not exceed 0.06% of the Group's revenue.	
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Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established
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Committee's Name, Composition, and Attributes of Chairperson

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Governance Committee	Governance Committee
All Committee Members	6	6
Full-time Members	0	0
Internal Members of the Board	2	2
Outside Directors	4	4
Outside Experts	0	0
Other	0	0
Chairperson	Outside director	Outside director

Supplementary Explanation

Toray established the Governance Committee as an advisory organ to the Board of Directors in order to report to the Board of Directors on important issues regarding Toray's corporate governance over the medium- to long-term. The Governance Committee consists of the Chairman, President and all outside directors; and an outside director serves as chairperson. Deliberation at the Governance Committee encompasses matters regarding the Company's overall corporate governance matters, including the following, and the Committee is responsible for the functions of the Nomination Committee and the Remuneration Committee.

- Structure of the Board of Directors
- Evaluation of the management and operation of the Board of Directors
- Policy on nominating candidates for members of the Board
- Remuneration system for members of the Board and corporate auditors
- Basic policy on electing and dismissing members of the senior management, including the President

[Corporate auditors]

Establishment or non-establishment of a Board of Corporate Auditors:	Established
Number of corporate auditors provided for in the Articles of Incorporation:	5
Number of corporate auditors:	5

Cooperative relationships between corporate auditors, the independent auditor and Auditing Department

Corporate auditors and the Auditing Department hold regular meetings to share information on the implementation status of each other's audits. The independent auditor regularly reports to corporate auditors and the Auditing Department on auditing plans, interim review results, and year-end audit results, among others. In addition, mutual cooperation is strengthened through exchanging of discussions regarding significant auditing matters on a need-basis. Corporate auditors also attend the Ethics and Compliance Committee, the committee established to promote the thoroughness of corporate ethics and legal compliance, and receive periodic reports on the status of internal whistle-blowing within the Group from the relevant departments, and thereby cooperate with the internal control departments. These activities are reported at meetings of the Board of Corporate Auditors as appropriate, and information is shared between corporate auditors and the Auditing Department.

Election or non-election of outside corporate auditors:	Elected
Number of outside corporate auditors:	3
Number of independent corporate auditors among outside corporate auditors:	3

Relationship with the Company (1)

Name	Attribute	Relationship with the Company (*)												
		a	b	c	d	e	f	g	h	i	j	K	l	m
Makiko Takabe	Attorney-at-law													
Kozo Ogino	From another company							△						
Masahiko Inoue	Certified public accountant										△			

* Categories for "Relationship with the Company"

* "○" when the corporate auditor presently falls or has recently fallen under the category;

"△" when the corporate auditor fell under the category in the past

* "●" when a close relative of the corporate auditor presently falls or has recently fallen under the category;

"▲" when a close relative of the corporate auditor fell under the category in the past

a. Executive of the Company or its subsidiary

b. Non-executive director or accounting advisor of the Company or its subsidiaries

c. Non-executive director or executive of a parent company of the Company

d. Corporate auditor of a parent company of the Company

e. Executive of a fellow subsidiary of the Company

f. A party whose major client or supplier is the Company or an executive thereof

g. Major client or supplier of the Company or an executive thereof

h. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides remuneration as a director/corporate auditor

i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

j. Executive of a client or supplier company of the Company (which does not correspond to any of f, g, or h) (the corporate auditor himself/herself only)

- k. Executive of a company, between which the Company mutually appoints outside directors/corporate auditors (the corporate auditor himself/herself only)
- l. Executive of a company or organization that receives a donation from the Company (the corporate auditor himself/herself only)
- m. Others

Relationship with the Company (2)

Name	Independent corporate auditor	Supplementary explanation related to applicable categories	Reason for election
Makiko Takabe	○	-----	Makiko Takabe satisfies the requirements for independent director/auditor set forth in the regulations of Tokyo Stock Exchange and the standards for judging the independence stipulated by the Company. We therefore believe that her independency is secured.
Kozo Ogino	○	Kozo Ogino was Director and Deputy President of Sumitomo Mitsui Banking Corporation (stepped down in April 2019). The Company engages in regular banking transactions with the bank.	Kozo Ogino satisfies the requirements for independent director/auditor set forth in the regulations of Tokyo Stock Exchange and the standards for judging the independence stipulated by the Company. We therefore believe that his independency is secured.
Masahiko Inoue	○	Masahiko Inoue was from Deloitte Touche Tohmatsu LLC (retired in September 2024). The Company engages in transactions with the firm; however, the amount of transactions in the fiscal year ended March 31, 2026 does not exceed 0.01% of the Group's revenue.	Masahiko Inoue satisfies the requirements for independent director/auditor set forth in the regulations of Tokyo Stock Exchange and the standards for judging the independence stipulated by the Company. We therefore believe that his independency is secured.

[Independent Directors/Corporate Auditors]

Number of independent directors/corporate auditors	7
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Matters relating to independent directors/corporate auditors

For outside directors, the criteria for nominating candidates are an ability to oversee management from broader perspectives to further improve the transparency and fairness of management and an ability to provide appropriate advice to the management from a mid- to long-term perspective, based on sympathy with Toray Philosophy and a profound understanding of the basic materials business, and the Board of Directors nominates persons who have superior character and knowledge, and are judged to be appropriate as directors through conference among the senior management, including the President. For outside corporate auditors, the main criterion for nominating candidates is an ability to appropriately carry out their roles while keeping objectivity and neutrality from a professional viewpoint, and with the consent of the Board of Corporate Auditors, the Board of Directors approves the nomination of candidates, who have superior character and knowledge and are judged to be appropriate as corporate auditors.

Standards for the independence of outside directors/corporate auditors are disclosed on the Company website as part of the “Basic Policy on Corporate Governance.”
www.toray.com/aboutus/governance/gov_001.html

[Incentives]

Implementation of measures on incentive allotment to members of the Board:	Introduction of a performance-based remuneration system and other measures
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Supplementary explanation related to this item

For information on remuneration for members of the Board, please refer to “The disclosure of policies determining the amount of remuneration or method of calculating remuneration for members of the Board and corporate auditors” under “Remuneration to Members of the Board.”

Grantees of stock options:	
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Supplementary explanation related to this item

[Remuneration to Members of the Board]

Status of disclosure of individual remuneration to members of the Board:	Partially disclosed
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Supplementary explanation related to this item

The total amount and breakdown by category of the amount of remuneration, etc. for members of the Board are disclosed in the Business Report and the Security Report.
 Notice for the General Meeting of Stockholders and the Business Report
www.toray.com/ir/stocks/sto_008.html
 Security Report
www.toray.co.jp/ir/library/lib_002.html

The existence of policies determining the amount of remuneration or method of calculating remuneration for members of the Board and corporate auditors	Yes
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The disclosure of policies determining the amount of remuneration or method of calculating remuneration for members of the Board and corporate auditors

To lead to improvements in the Toray Group’s mid- to long-term corporate value and sustainable growth, Toray has established a remuneration system for members of the Board. With respect to the policy for the remuneration system for members of the Board, in addition to matters stipulated by laws and regulations, the decision-making rights on important matters are reserved by the Board of Directors based on the Authority of Top Management. Particulars of the agenda regarding remuneration for members of the Board at the general meeting of stockholders, and the formulation and revision of important internal regulations, as well as

individual remuneration to members of the Board, are determined by resolution of the Board of Directors. The remuneration system for members of the Board is continually reviewed by the Governance Committee. Given their roles, remuneration for internal members of the Board consists of basic remuneration which is a fixed amount, as well as a performance-based remuneration, including bonus which takes into account the consolidated business results for each fiscal year, etc., and restricted stock remuneration, which are linked to medium- to long-term business results. Given their roles, remuneration for outside directors consists of basic remuneration only. The Company will aim to set remuneration at a level that enables it to secure outstanding talent and enhance motivation for improved performance, referring to the results of a survey of other companies' remuneration for members of the Board by an external third party organization. The ratio between performance-linked and non-performance-linked remuneration will be adjusted, referencing the same third-party surveys and reviews by the Governance Committee, to enhance incentive effects. Through these efforts, the Company will aim to establish a well-balanced remuneration structure, comprising basic remuneration, bonuses, and restricted stock remuneration that supports management from a medium- to long-term perspective.

With respect to basic remuneration, the maximum limit of total remuneration is determined at general meetings of stockholders as a total amount of basic remuneration and bonuses. Particulars of the agenda at the general meeting of stockholders are determined by the Board of Directors following a report from the Governance Committee. Within the scope of the maximum limit, basic remuneration to each member of the Board is determined by the Board of Directors after the Governance Committee makes a report to the Board of Directors.

Bonuses will be paid to internal members of the Board based on the Company's performance for each fiscal year. The maximum total amount for basic remuneration and bonuses will be determined by resolution at the general meeting of stockholders. The Proposition to be submitted to the general meeting will be determined by resolution of the Board of Directors, based on a report from the Governance Committee. Whether to pay bonuses and the total amount thereof for each fiscal year will be determined by resolution of the Board of Directors, based on a report from the Governance Committee, considering of consolidated core operating income, which best reflects the results of the Company's global operations, and with a view to strengthening performance incentives by increasing the proportion of bonuses within the total remuneration. Bonuses for individual internal members of the Board will be evaluated based on indicators such as consolidated core operating income, budget achievement of their responsible divisions, progress on medium-term management issues, and engagement with individual challenges, and will be determined by resolution of the Board of Directors, based on a report from the Governance Committee.

To incentivize internal members of the Board to strive for sustainable enhancement of corporate value and to promote further value sharing with stockholders, the Company will grant restricted stock remuneration to internal members of the Board. The maximum total amount of remuneration and the maximum number of restricted shares to be allocated to internal members of the Board will be determined by resolution at the general meeting of stockholders. Particulars of the agenda at the general meeting of stockholders are determined by the Board of Directors following a report from the Governance Committee. Within that limit, the total number of restricted shares to be allocated to each internal member of the Board shall be determined at the Board of Directors meeting based on the standards determined by the Board of Directors after the Governance Committee makes a report to the Board of Directors. A base amount of remuneration for each internal member of the Board that is used for calculation shall be determined at the Board of Directors meeting after the Governance Committee makes a report to the Board of Directors.

[Support System for Outside Directors (Outside Corporate Auditors)]

Upon the opening of Board of Directors meetings, the Company provides its outside directors with timely and appropriate information by sending respective agenda items prior to each meeting of Board of Directors, etc. Furthermore, the Company has established the Corporate Auditors Office (comprising two staff members) as a staff organization that provides assistance to the duties of corporate auditors under their direct control.

[Status of Persons Retired from Office as the President and Representative Member of the Board, etc.]

Names, etc. of Senior Advisors and Counselors who have formerly served as the President and Representative Member of the Board, etc.

Name	Title/Position	Details of business operations	Work arrangement/conditions_ (full-time, part-time, with or without remuneration, etc.)	Date of retirement	Term of office
-	-	-	-	-	-

Total number of Senior Advisors, Counselors, etc. who have formerly served as the President and Representative Member of the Board, etc.

0

Others

If the Company judges it to be necessary on a case-by-case basis, upon resolution of the Board of Directors, it may assign a former President or former Chairman of the Board to a Senior Advisor position with a fixed term of office, based on the regulations that have been subjected to deliberation by the Governance Committee and resolution by the Board of Directors. Currently, no Senior Advisors are assigned.
The Special Advisor system, which allowed a person to become a Special Adviser after retiring as a Senior Adviser, was abolished in 2019.

2. Matters pertaining to functions relating to the execution of duties, auditing and oversight, nomination and remuneration determination, etc.

(1) Toray is a company with Board of Corporate Auditors, and the members of the Board and corporate auditors are elected at the general meeting of stockholders. Members of the Board and corporate auditors, as officers directly elected at the general meeting of stockholders, clearly recognize fiduciary responsibility to shareholders who have entrusted the management and appropriately fulfill their respective roles while discharging accountability about management status to shareholders and other stakeholders. As Toray Group supplies a wide range of industries with basic materials and globally plays an active part in a broad scope of business fields, it is necessary to evaluate various risks multilaterally based on expertise relevant to the worksites, not only for management judgment and decision-making but also for oversight. To that end, the Board of Directors formulates a structure in place to oversee management and make decisions from various viewpoints. Furthermore, the Board of Corporate Auditors audits the execution of duties by the members of the Board from a standpoint independent of the Board of Directors and of organizations engaged in business operations as a system to secure transparency and fairness of oversight and decision-making by the Board of Directors. The Company has introduced an operating officer system to enable management execution based on swift decision making that accurately responds to the business environment and its changes.

(2) The Board of Directors oversees management and makes decisions on important managerial matters toward the sustainable growth and increased corporate value of Toray Group for the mid- to long-term. The Board of Directors established the Authority of Top Management, an internal rule that expressly stipulates the important matters with respect to which decision-making authority is reserved by the Board of Directors and matters with respect to which decision-making is delegated to the management, including the President. For matters with respect to which decision-making authority is reserved by the Board of Directors, a specific guideline for importance is established based on the degree of impact on the Company's financial status and other factors, in order to ensure that the business operation of the whole of Toray Group, including affiliated companies, is included appropriately according to importance, in addition to the matters set forth in laws and regulations. The Board of Directors held meetings 14 times during the period from April 1, 2025 to March 31, 2026.

(3) Toray established the Governance Committee as an advisory organ to the Board of Directors in order to report to the Board of Directors on important issues regarding Toray's corporate governance over the medium- to long-term. The Governance Committee consists of the Chairman, President and all outside directors; and an outside director serves as chairperson.

(4) Corporate auditors audit the execution of duties by the members of the Board based on broad insights into Toray Group's businesses and professional knowledge in fields such as finance, accounting and law. Three of

corporate auditors have considerable knowledge of financing and accounting matters. In addition, the Company has established a Corporate Auditors Office (consisting of two members) as a staff organization under the direct control of corporate auditors, to assist corporate auditors in the performance of their duties.

(5) Audits by corporate auditors are led by full-time corporate auditors in cooperation with outside corporate auditors. Corporate auditors audit the execution of operations by the members of the Board by attending the Board of Directors meetings and other important internal company meetings, meeting with members of the Board, and divisional and departmental general managers, etc., and through visiting audits of Toray offices, plants, and Japanese and overseas Group companies and information sharing with full-time corporate auditors. Regular meetings are also held with full-time corporate auditors and full-time audit and supervisory committee members of Group companies in Japan to exchange information on each other's auditing activities.

(6) Toray established the Auditing Department (consisting of 20 members) under the direct control of the President to perform internal audits of Toray and domestic and overseas Group companies. The results of internal audits are reported to the President, and internal audit reports are also submitted to all members of the Board of Directors and corporate auditors. Furthermore, the Auditing Department has a system in place to directly report to the Board of Directors and the Board of Corporate Auditors and ensures the effectiveness of internal audits through regular reports on the status of its activities to the Board of Directors, attendance of meetings of the Board of Corporate Auditors, and regular meetings with corporate auditors.

(7) Toray has appointed Ernst & Young ShinNihon LLC as its independent auditor. The auditor performs Corporation Law and Financial Instruments and Exchange Law audits. Details of the names and years of continuous service at the Company of certified public accountants and the number of persons who provided auditing assistance for the fiscal year ended March 31, 2026 are shown below.

A. Names and years of continuous service of certified public accountants

Certified Public Accountant, Designated and Engagement Partner: Takayuki Ueki (1 year)

Certified Public Accountant, Designated and Engagement Partner: Makoto Matsumura (4 years)

Certified Public Accountant, Designated and Engagement Partner: Makoto Okabe (1 year)

Certified Public Accountant, Designated and Engagement Partner: Ryohei Shigematsu (4 years)

B. Number of audit assistants

Certified public accountants: 15

Staff members who passed the Certified Public Accountants examination: 11

Other: 25

(8) In accordance with the Articles of Incorporation, the Company enters into an agreement with each of the outside directors and outside corporate auditors with respect to the limitation of liabilities for damages arising from negligence in the performance of their duties. Under these agreements, the liability for damage of each outside director or outside corporate auditor shall be limited to the minimum amount stipulated in Article 425, paragraph 1 of the Companies Act if such outside director or outside corporate auditor has performed his/her duties in good faith and without gross negligence.

3. Reason for adopting current corporate governance system

Toray is a company with Board of Corporate Auditors, and the members of the Board and corporate auditors are elected at the general meeting of stockholders.

Members of the Board and corporate auditors, as officers directly elected at the general meeting of stockholders, clearly recognize fiduciary responsibility to shareholders who have entrusted the management and appropriately fulfill their respective roles while discharging accountability about management status to shareholders and other stakeholders.

As Toray Group supplies a wide range of industries with basic materials and globally plays an active part in a broad scope of business fields, it is necessary to evaluate various risks multilaterally based on expertise relevant to the worksites, not only for management judgment and decision-making but also for oversight. To that end, the Board of Directors formulates a structure in place to oversee management and make decisions from various viewpoints. Furthermore, the Board of Corporate Auditors audits the execution of duties by the members of the Board from a standpoint independent of the Board of Directors and of organizations engaged

in business operations as a system to secure transparency and fairness of oversight and decision-making by the Board of Directors.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Approach toward the vitalization of general meetings of stockholders and the facilitation of exercise of voting rights

	Supplementary explanation
Early dispatch of notice for the general meeting of stockholders	The notice of the ordinary general meeting of stockholders is posted on the Company website and TSE website 29 days before the meeting is held and sent 19 days prior to the meeting.
Scheduling of general meetings of stockholders avoiding the date on which general meetings of stockholders of companies are concentrated	The Company holds general meetings of stockholders outside of concentrated days.
Voting using electronic voting systems	In use.
Utilization of electronic voting platform and other methods of improving the environment for institutional investors' voting	Utilizes ICJ electric voting platform.
Providing an English summary of the notice of the general meetings of stockholders	Prepares English versions of the materials for the general meeting of stockholders and posts them on the Company website and TSE website.
Others	Posts the notice of the resolutions at the general meeting of stockholders on the Company website and TSE website.

2. IR activities

	Supplementary explanation	Explanation by representative members of the Board
Establishing and announcing disclosure policy	The “Disclosure Policy” including the “Information Disclosure Principles” have been established and announced on the Company website.	
Convene periodic briefing for individual investors	An IR officer participates in seminars for individual investors, and provides briefing on the current situation of the Company.	NO
Convene periodic briefing for security analysts and institutional investors	Either the President, Representative Director or the member of the Board in charge of finance and accounting provides briefings four times a year on business results. Briefings on the Medium-Term Management Program and individual businesses are held as needed.	YES
Convene periodic briefing for foreign investors	Either the President, Representative Director or the Corporate Vice President responsible for IR continuously engages in individual dialogue with institutional investors in Europe, USA, and Asia. In addition, he / she participates in conferences for institutional investors that are held in Japan or overseas and provides briefings on the situation of the Company.	YES

Disclosure of IR documents on the website	We have an “Investor Relations” page on our Company website for information disclosure which includes a wide range of materials such as, announcement of financial results, security reports, business results presentations, briefing materials for business operations, as well as management strategies and other performance-related issues. We have also created a webpage for individual investors titled, “Toray Group Overview,” and endeavor for information disclosure that is easy to understand. www.toray.com/ir/	
IR related department (personnel)	We have a full-time IR department.	

3. Activities concerning respect for stakeholders

	Supplementary explanation
Setting forth provisions in the internal regulations concerning respect for the stakeholders’ interest	From the outset, one of Toray Group’s managerial principles has been that the purpose of a company is to contribute to society. The Group has developed the Toray Philosophy that incorporates this principle. The Group systematizes the Toray Philosophy as a Corporate Philosophy, Corporate Missions, Corporate Guiding Principles, etc. Among these, the Corporate Missions call for desirable relationships with stakeholders and enunciate the Group’s commitment “To provide our shareholders with dependable and trustworthy management.” In addition, the Corporate Guiding Principles stipulate the Group’s commitment to “acting with fairness, high ethical standards and a strong sense of responsibility while complying with laws, regulations and social norms to earn trust and meet social expectations.”
Promotion of environmental preservation activities and CSR activities	The Group has integrated, expanded, and evolved its conventional CSR initiatives into sustainability initiatives, and established the new “Toray Sustainability Principles.” These principles include reducing environmental impact, thorough safety and disaster prevention, ethics and compliance, and contributing to society through business activities. Based on these principles, the Group has established 40 “Sustainability Targets” linked to the medium-term management program. The Group is promoting initiatives to achieve these targets through steady execution and progress monitoring across the entire organization.
Establishment of policy concerning disclosure of information to stakeholders	The “Basic Policy on Corporate Governance” stipulates our basic policy on Toray’s “relationship with stakeholders including shareholders” and also describes our policy for dialogue with shareholders. “Communication” is set forth in the CSR Guideline, to encourage dialogue and cooperation with stakeholders including customers, employees, stockholders, business partners, consumers, local communities, and media.
Other	Toray initiated its Advancement of Women Project for Fostering an Organizational Culture Conducive to the Career Advancement of Women in 2004, and since then, the Company has been improving its systems and programs and enhancing awareness at workplaces in this area including support measures for employees to achieve balance between work and family life. Since 2010, Toray has implemented the following main initiatives for ensuring diversity and better work-life balance. (1) Conducted awareness-raising activities for all employees on women’s career advancement

	(2) Implemented and expanded the range of initiatives for the balancing of job responsibilities with family life (3) Serialized examples of women's career advancement in the Company magazine in order to present women's career paths (4) Established a new website related to systems conducive to the balancing of job responsibilities with family life and women's career advancement (5) Encouraged female employees to participate in a company-wide selective training course being implemented for future leader candidates. Furthermore, from fiscal year ended March 31, 2015, the Company has been assisting women in management positions and G Course employees to develop and achieve their personal career plans; however, this is now being implemented for all those in management positions and G Course employees, regardless of gender. In addition, though we continued to conduct training courses planned by female managers to raise awareness of the career development of female employees, the more initiatives for women's advancement we implemented, we came to realize that the challenge did not affect only women, but was a question of organizational and company culture. Therefore, in August 2024, we established a dedicated organization staffed with dedicated personnel to promote inclusivity and reform organizational culture, and also recruited employees passionate about reforming organizational culture to form a working team (as participants in the organizational culture reform project while remaining in their current job roles). Thus, with this new system, the Company began its inclusivity promotion and organizational culture reform activities. We are pursuing organizational culture reform by reflecting the outcomes of discussions by the working team in our management.
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IV. Items regarding Internal Control System

1. Basic approach to internal control system and its development

Following are the contents of the resolutions adopted by the Company at the Board of Directors meeting held on June 17, 2020 with respect to the basic policy on the internal control system for ensuring the appropriate execution of operations (“Contents of the Basic Policy”), and the principal activities conducted based on the Contents of the Basic Policy (“Overview of Operation”).

[Contents of the Basic Policy]

To realize the Toray Philosophy, the Company shall establish a structure to execute its business legally and effectively by improving its internal control system according to the following basic policy as a structure to enable it to appropriately establish organization, formulate regulations, communicate information, and monitor the execution of operations.

(1) System to ensure that the execution of duties by members of the Board and employees complies with laws and regulations and the Company’s Articles of Incorporation

[Contents of the Basic Policy]

- A. Toray shall establish the Ethics and Compliance Committee, as one of the Group-wide committees to promote observance of corporate ethics and legal compliance, and shall take other measures to improve the required internal systems, including the establishment of dedicated organizations.
- B. Toray shall establish the Ethics & Compliance Code of Conduct as specific provisions to be observed by members of the Board and employees, and shall take other measures to improve the required guidelines, etc. Especially with regard to eliminating relations with antisocial forces, the Company shall act as one to stand firmly against them.
- C. Toray shall establish an internal reporting system (whistle-blowing system) for reporting the discovery of violation of laws, regulations, or the Company’s Articles of Incorporation.
- D. Toray shall establish Security Trade Control Program, one of the most important legal compliance issues, and establish an organization dedicated to security export control.

[Overview of Operations]

- A. During the period under review, the Company held the Board of Directors meetings 14 times, and the Ethics and Compliance Committee twice.
- B. In accordance with the Regulation on Corporate Ethics and Compliance, the Company strove to detect company misconduct in the earlier stage, investigated all instances of company misconduct and scandals, their causes, and the parties responsible, and resolved such cases accordingly while carrying out measures to prevent recurrences.
- C. The Ethics & Compliance Code of Conduct stipulates specific provisions (matters to be observed, prohibited matters) as the standard of conduct to be observed by each Toray Group company and all members of the Board and employees with regard to: (i) safety and the environment; (ii) quality; (iii) human rights; (iv) fair corporate activities; (v) intellectual property rights; and (vi) information compliance.
- D. The Company handles all internal reporting according to the predetermined procedures.
- E. The Company shall confirm that counterparties to transactions are not antisocial forces. Also, the Company communicates with such counterparties in a written form as necessary for confirming the fact that they are not antisocial forces and other matters such as the termination of agreements if they are found to be antisocial forces.
- F. The Company has established the Security Trade Administration Dept. as a department dedicated to security export control. The Company has also established the Security Trade Administration Committee as a Group-wide committee, held a meeting of the Security Trade Administration Committee once during the period under review, and checked the results of activities and deliberated issues for initiatives.

(2) System to ensure the efficient execution of duties by the members of the Board and employees

[Contents of the Basic Policy]

- A. Toray shall establish the Authority of Top Management to stipulate matters with respect to which decision-making authority is reserved by the Board of Directors and matters with respect to which decision-making is delegated to the President, General Managers, etc., from among matters necessary for decision-making.
- B. Toray shall establish the Executive Committee as deliberative organs for important matters decided by the Board of Directors or the President. The Executive Committee shall deliberate on the general direction of policy or issues related to implementation.

[Overview of Operations]

- A. During the period under review, the Company made partial amendments to the Authority of Top Management in April 2025.
- B. During the period under review, the Company held the Executive Committee 24 times.

(3) System for preserving and managing information pertaining to the execution of duties by the members of the Board and employees

[Contents of the Basic Policy]

- A. Toray shall establish regulations for important documents and important information related to management, confidential information and personal information, and appropriately preserve and manage them in accordance with the rules.

[Overview of Operations]

- A. The Company established the Confidential Information Management Regulations as a set of company-wide regulations, prescribed a confidential information management standard for each division, department and plant, and periodically provided training sessions and made them thoroughly familiar to all officers and employees of the Company.
- B. The management status of confidential information and personal information is confirmed at the meeting of the Information Security Committee held semiannually.

(4) Regulations and other systems pertaining to controls over risks of loss

[Contents of the Basic Policy]

- A. In order to identify potential risks in business activities, strive to mitigate such risks under normal business conditions, and prevent future crises, Toray shall establish the Risk Management Committee as one of the Group-wide committees to promote company-wide risk management, and improve regulations to enable immediate implementation in the event of a major crisis.
- B. Toray shall establish an internal control system for financial reporting that ensures the reliability of financial reporting.

[Overview of Operations]

- A. The Company has established the Risk Management Regulations as a set of company-wide regulations. During the period under review, the Company held the Risk Management Committee, one of the Group-wide committees, once.
- B. In June 2025, the Company prepared and submitted an internal control report to the effect that internal control related to financial reporting was effective.

(5) System for ensuring appropriate business operations within subsidiaries

[Contents of the Basic Policy]

- A. To establish a system under which subsidiaries report to the Company on matters regarding the execution of duties by members of the Board, etc. of the subsidiaries, the Company shall provide regulations on the regular reporting of important management information to the Company and regularly hold conferences at which the Company's management receives direct reports on the status of the management of the subsidiaries.
- B. To establish regulations and other systems pertaining to controls over risks of loss for subsidiaries, the Company shall provide subsidiaries with guidance to help them to establish risk management systems appropriate for their respective business forms and business environments, and shall receive regular reports on the status of their activities.

C. To establish a system for ensuring that members of the Board, etc. of subsidiaries effectively execute their duties, the Company shall provide regulations on the scope under which the Company can reserve its authority over the execution of business operations. In addition, the Company shall endeavor to grasp management information in a unified manner and provide assistance and guidance necessary for subsidiaries by determining divisions, etc. with control over its respective subsidiaries.

D. To establish a system for ensuring that the execution of duties by members of the Board, etc. and employees of subsidiaries complies with laws and regulations and the Articles of Incorporation, the Company shall thoroughly familiarize its subsidiaries with the Company's Ethics & Compliance Code of Conduct as a code of conduct in common for Toray Group. At the same time, the Company shall request the subsidiaries to establish their own codes of conduct, guidelines, etc. in consideration of the laws and regulations, business practices, business forms, and other factors in their respective countries. In addition, the Company shall direct its subsidiaries to establish systems under which the status of internal whistle-blowing by members of the Board, etc. and employees of the subsidiaries is appropriately reported to the Company.

[Overview of Operations]

A. The Company established a Standard for Assistance and Administration for Domestic Group Companies and a Standard for Assistance and Administration for Overseas Group Companies as regulations governing the subsidiaries' reports on important management information. During the period under review, the Company made partial amendments to the two standards. The Company also held the Domestic Group Company Conference once during the period under review as a conference at which the top management directly received reports from subsidiaries on their business conditions. The Company also held regional committees for overseas group companies, when appropriate.

B. The Company established Risk Management Regulations in subsidiaries to promote risk reduction activities at the subsidiaries.

C. The Company stipulated the scope under which the Company can reserve its authority over the execution of business operations by subsidiaries, excluding a domestic listed subsidiary, in Guidelines for Reserving Authority over Domestic Group Companies and Standards for the Execution of Business Operations at Overseas Group Companies. We also entered into an Agreement on Group Management with the domestic listed subsidiary as part of its risk management in Group operations.

D. With respect to the matters stated in (1) B. and C. of the Overview of Operations, the Company applies them to its subsidiaries and makes them thoroughly familiar to its subsidiaries, in consideration of the laws, regulations, and business practices of the countries in which the subsidiaries are located. In addition, the Company sets up the Corporate Ethics and Legal Compliance Helpline System for receiving internal whistle-blowing, including on seriously fraudulent acts, from the overall Group.

(6) System for reporting to corporate auditors and systems for ensuring that persons who report to corporate auditors are not treated disadvantageously because of their reporting

[Contents of the Basic Policy]

A. Members of the Board, etc. and employees of Toray Group and corporate auditors of subsidiaries shall report matters regarding the execution of duties to corporate auditors in response to requests from the corporate auditors.

B. Department in charge of the internal reporting system (whistle-blowing system) shall regularly report the status of internal whistle-blowing in Toray Group to the corporate auditors.

C. Toray shall stipulate regulations to the effect that members of the Board and employees who report to corporate auditors shall not be subjected to any disadvantageous treatment because of the said reporting, and shall provide subsidiaries with guidance to help them stipulate the same regulations.

[Overview of Operations]

A. At the meetings with the corporate auditors and the audits by the corporate auditors, the members of the Board, etc. and employees of Toray Group and corporate auditors of subsidiaries reported matters regarding the execution of duties to the corporate auditors and otherwise responded to requests from the corporate auditors.

B. The Department in charge of the internal reporting system (whistle-blowing system) appropriately reported the status of internal whistle-blowing to the corporate auditors, and otherwise regularly reported to the corporate auditors. C. Based on the Whistleblower Protection Act, the Company stipulated the prohibition of disadvantageous treatment in the Unified Labor Agreement, Central Labor Agreement, and Work Regulations. In addition, the Company instructs its subsidiaries to formulate similar regulations in consideration of laws and regulations, etc. of the countries in which the subsidiaries are located. (7) Items pertaining to the handling of expenses and liabilities arising from the execution of duties by corporate auditors [Contents of the Basic Policy] A. Toray shall pay expenses, etc. incurred from the execution of duties by corporate auditors. [Overview of Operations] A. The Company pays expenses, etc. incurred from the execution of duties by corporate auditors. (8) Items pertaining to employees assisting with corporate auditors' duties, items pertaining to the independence of said employees from members of the Board, and items pertaining to the assurance of effectiveness of instructions from the corporate auditors to said employees [Contents of the Basic Policy] A. Toray shall assign a full-time employee to provide assistance if and when corporate auditors request assistance. The said employee shall exclusively follow the corporate auditors' commands and instructions, and the Company shall consult with corporate auditors in advance with respect to the personnel arrangements for the said employee. [Overview of Operations] A. The Company has established the Corporate Auditors Office, a staff organization that provides assistance to corporate auditors under their direct control. (9) Other systems for ensuring effective implementation of audits by corporate auditors [Contents of the Basic Policy] A. Corporate auditors shall attend Board of Directors meetings and other important meetings so that they may ascertain important decision-making processes and the execution of operations. B. Corporate auditors shall hold regular meetings with members of the Board and management and conduct regular visiting audits of Toray offices, plants, and subsidiaries. [Overview of Operations] A. During the period under review, the corporate auditors attended all 14 meetings of the Board of Directors and all 24 meetings of the Executive Committee. B. In accordance with auditing policy and plans formulated by the Board of Corporate Auditors in July 2025, corporate auditors held meetings with members of the Board as well as divisional and departmental general managers during the period under review, and conducted audits of the Company's offices, plants, and laboratories as well as Japanese and overseas subsidiaries.
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2. Basic approach to eliminate antisocial forces and the status of promoting the position

Toray shall stipulate the elimination of any relations with antisocial forces in the Ethics & Compliance Code of Conduct, and adopt a resolute stand as a unified company.

V. Others

1. Implementation of anti-takeover measures

Whether any anti-takeover measures have been implemented	Not implemented
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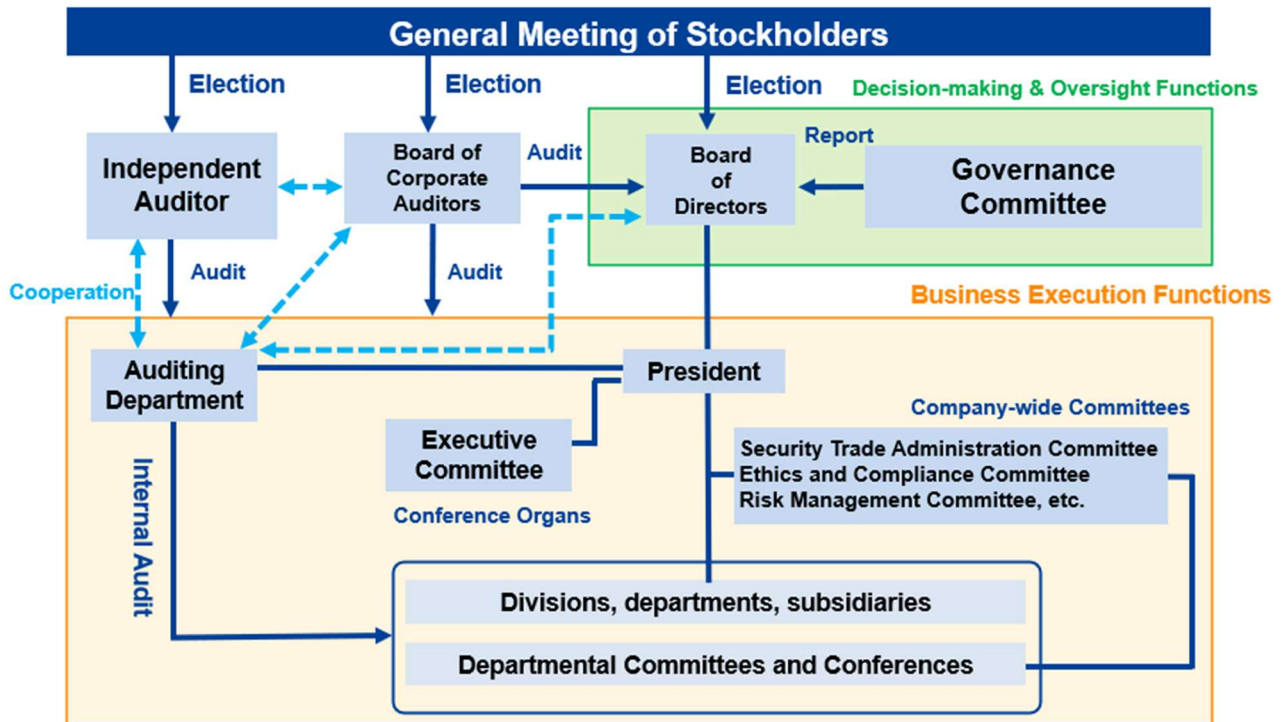
Supplementary explanation related to this item
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2. Matters regarding other corporate governance systems, etc.

Toray has established a Governance Committee in which all of the outside directors are included as members and which is chaired by one of the outside directors.

The Governance Committee will further enhance the effectiveness of the Board of Directors through continuously reviewing mid- to long-term issues regarding overall corporate governance matters and monitoring the status of operations of the Board. Through these efforts, Toray Group will strive for sustainable growth and increased corporate value for the mid- to long-term.
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< Corporate Governance Structures >



Outline of Structure for Timely Disclosure

The internal structure for the timely disclosure of company information at Toray Industries, Inc. (“Toray” or the “Company”) is as follows:

1. Basic stance toward information disclosure

Advocating ethics and fairness as one of the Corporate Guiding Principles in the Toray Philosophy, Toray Group has established the Ethics & Compliance Code of Conduct as specific provisions to be observed and disclosed them on its website. In the section titled Compliance for information management, the Company declares that it will make disclosures as required by law and follow the Toray Group’s Information Disclosure Principles with the aim of providing full, fair, accurate and timely reports and public disclosures about our business.

In addition, the Company has established the Information Disclosure Principles to achieve management transparency and build trusting relationships with stakeholders and society. The Company also discloses these principles on its website and puts them into practice.

2. Internal structure for timely disclosure

- (1) The Company has established the Internal Information Management and Insider Trading Regulations to control information related to significant facts that could have a material impact on the management of the Company or any of its subsidiaries.

The Regulations organize details that fall under the material facts prescribed by law, designate a department in charge of information by content of the material fact, and stipulate that the Company shall disclose material facts promptly when they are identified or arise.

The Company also determines that it shall disclose information about facts that could have a significant impact on the management of the Company or any of its subsidiaries in an appropriate and timely manner in accordance with the Internal Information Management and Insider Trading Regulations as well as the Information Disclosure Principles, even if they do not constitute material facts prescribed by law.

- (2) The time and method to disclose information shall be determined through consultation between the department in charge of information and the Corporate Communications Department, which is responsible for disclosure. The flow of information disclosure is as described in Exhibit 1- (1) (Information Disclosure of “Facts Determined”) and Exhibit 1- (2) (Information Disclosure of “Facts That Occurred”).
- (3) As a check function of the internal structure for timely disclosure, the Corporate Auditors’ Audit Rules sets down the implementation of the Audit of Implementation Status of the Internal Control System, and corporate auditors conduct audits according to the Rules to ensure that the system to disclose financial information and other company information in an appropriate and timely manner is properly constructed and operated, in cooperation with the Auditing Department, which is responsible for internal audits.

Exhibit 1- (1) Information Disclosure of “Facts Determined”

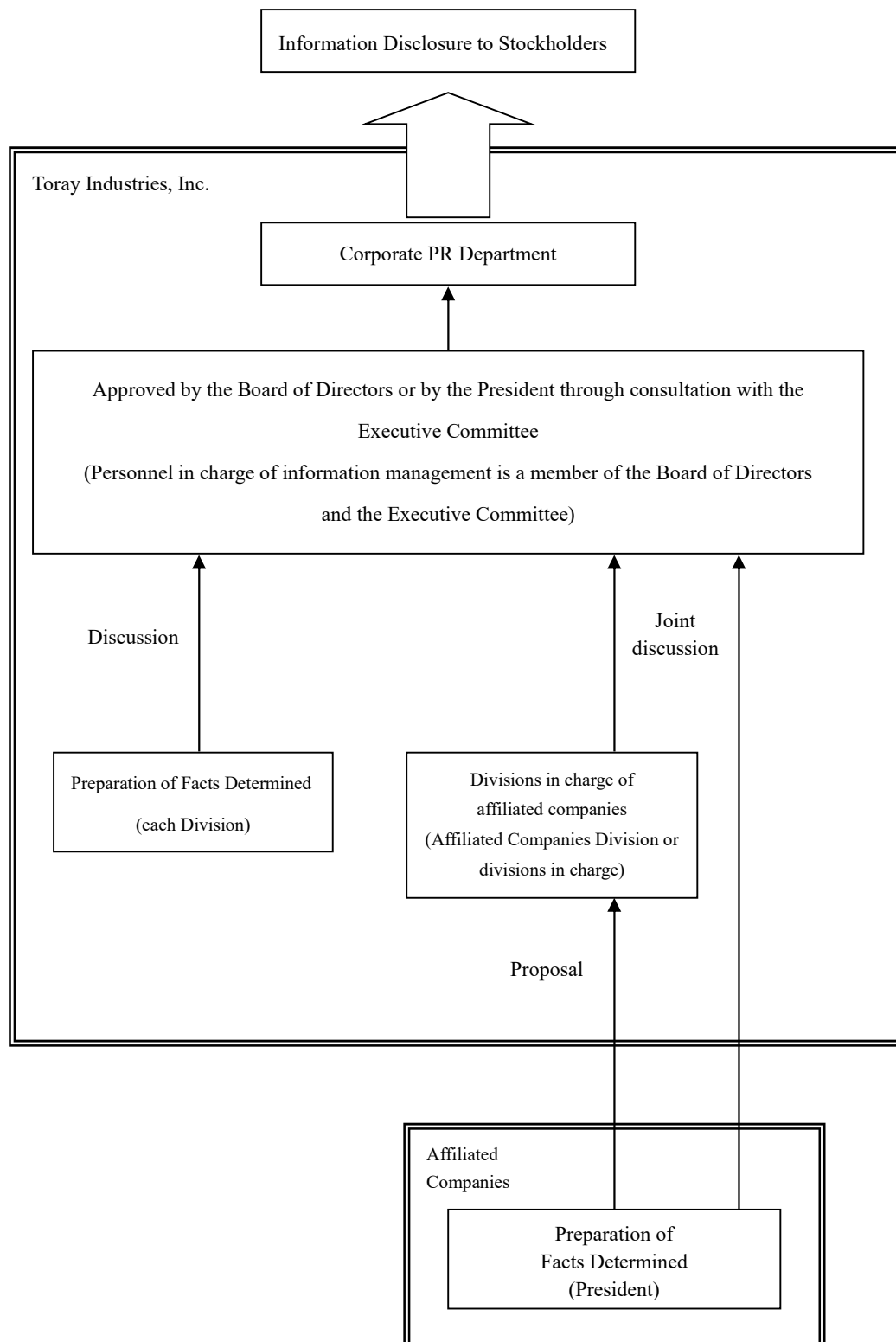


Exhibit 1- (2) Information Disclosure of “Facts that Occurred”

