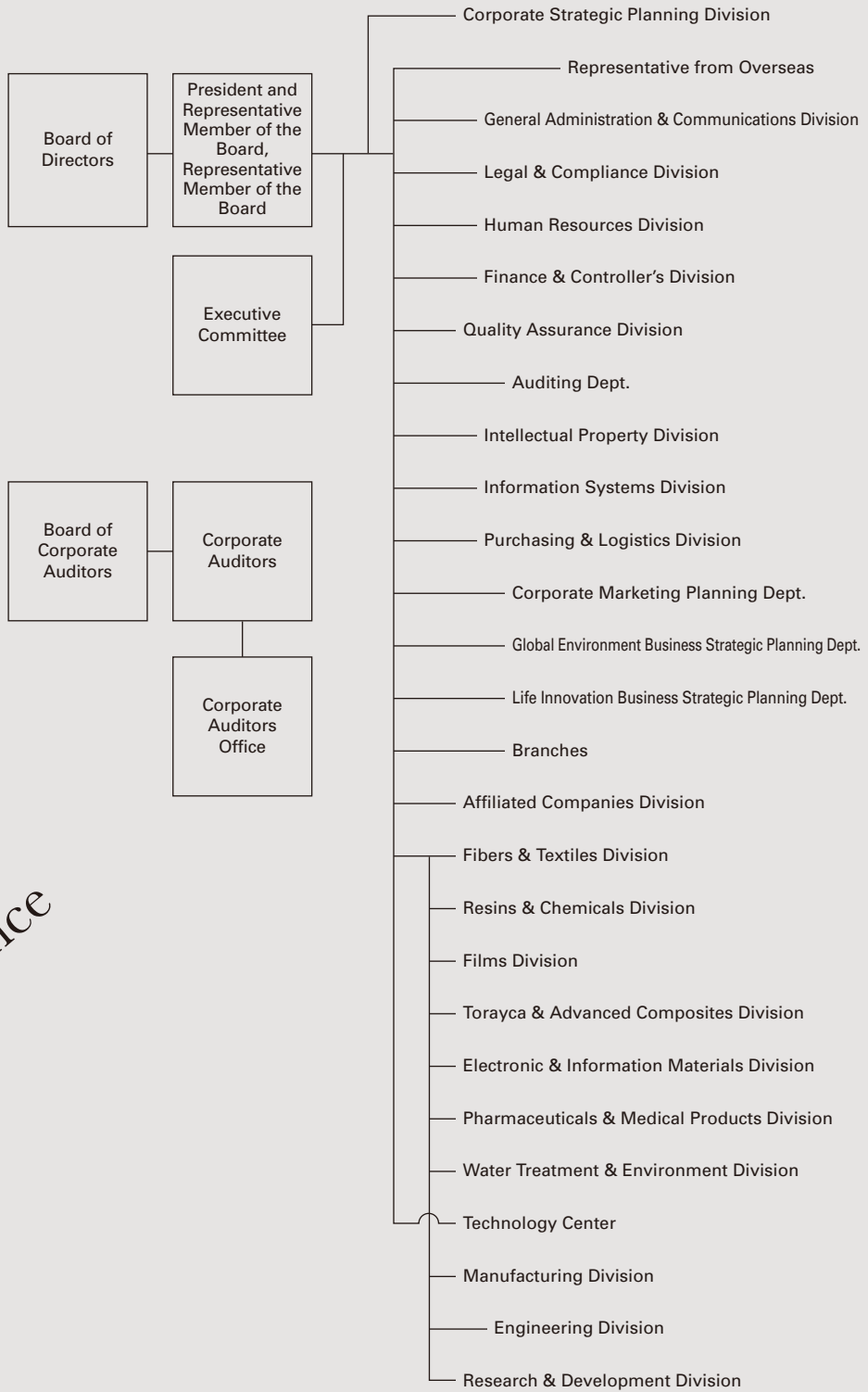


Organization

(As of July 1, 2021)



Corporate Governance

Members of the Board and Corporate Auditors

(As of June 22, 2021)



Akihiro Nikkaku
President and
Representative Member of the Board



Koichi Abe
Representative
Member of the Board



Mitsuo Ohya
Representative
Member of the Board



Satoru Hagiwara
Member of the Board



Kazuyuki Adachi
Member of the Board



Minoru Yoshinaga
Member of the Board



Yasuo Suga
Member of the Board



Masahiko Okamoto
Member of the Board



Kunio Ito
Member of the Board
(Outside)



Ryoji Noyori
Member of the Board
(Outside)



Susumu Kaminaga
Member of the Board
(Outside)



Kazuo Futagawa
Member of the Board
(Outside)



Toru Fukasawa
Corporate Auditor



Yoshiyuki Tanaka
Corporate Auditor



Toshio Nagai
Corporate Auditor
(Outside)



Kazuya Jono
Corporate Auditor
(Outside)



Hiroyuki Kumasaka
Corporate Auditor
(Outside)

Management Team

(As of June 22, 2021)

Members of the Board

President and Representative Member of the Board

Akihiro Nikkaku

1973 Joined the Company
2001 General Manager, Engineering Division;
General Manager, Second Engineering Dept.
2002 Vice President (Member of the Board)
2004 Senior Vice President (Member of the Board)
2006 Senior Vice President (Member of the Board & Member of the Executive Committee)
2007 Executive Vice President and Representative Member of the Board
2010 President and Representative Member of the Board
2020 President and Representative Member of the Board, Chief Executive Officer, Chief Operating Officer (incumbent)

Member of the Board

Kazuyuki Adachi

1980 Joined the Company
2017 Director, Toray Industries (Thailand) Co., Ltd.; President, Luckytex (Thailand) Public Company Limited, Chairman, Thai Toray Textile Mills Public Company Limited
2018 Senior Vice President (Member of the Board)
2020 Senior Vice President (Member of the Board) (incumbent)

Member of the Board (Outside)

Kunio Ito

2002 Dean, Graduate School of Commerce and Management and Faculty of Commerce and Management, Hitotsubashi University
2004 Executive Vice President and Board Member, Hitotsubashi University
2013 Director, Kobayashi Pharmaceutical Co., Ltd. (incumbent)
2014 Director, Seven & i Holdings Co., Ltd. (incumbent) Vice President (Member of the Board) of the Company
2018 Research Professor, Department of Business Administration, Hitotsubashi University Business School (incumbent)
2020 Member of the Board of the Company (incumbent)

Representative Member of the Board

Koichi Abe

1977 Joined the Company
2004 General Manager, Aichi Plant
2005 Vice President (Member of the Board)
2009 Senior Vice President (Member of the Board)
2011 Senior Vice President (Member of the Board & Member of the Executive Committee)
2013 Senior Vice President and Representative Member of the Board
2014 Executive Vice President and Representative Member of the Board
2020 Executive Vice President (Representative Member of the Board) (incumbent)

Member of the Board

Minoru Yoshinaga

1979 Joined the Company
2008 General Manager, Manufacturing Division (Torayca & Prepreg Manufacturing, ACM Technology Dept.)
2011 Vice President (Member of the Board)
2015 Chief Executive Representative for the Americas; Chief Representative for the Americas; Chairman, Toray Holding (U.S.A.), Inc.; President, Toray Industries (America), Inc.; General Manager, Torayca & Advanced Technology and Manufacturing for the Americas
2019 General Manager, Torayca & Advanced Composites Division (Carbon Fiber Business Strategy)
2020 Senior Vice President (Member of the Board) (incumbent)

Member of the Board (Outside)

Ryoji Noyori

1997 Dean, Graduate School of Science and School of Science, Nagoya University
2001 Director, TAKASAGO INTERNATIONAL CORPORATION (incumbent)
2003 President, RIKEN
2004 Special Professor, Nagoya University (incumbent)
2015 Director-General, Center for Research and Development Strategy, Japan Science and Technology Agency (incumbent)
Vice President (Member of the Board) of the Company
2020 Member of the Board of the Company (incumbent)

Representative Member of the Board

Mitsuo Ohya

1980 Joined the Company
2009 General Manager, Industrial & Textile Fibers Division
2012 Vice President (Member of the Board)
2014 Retired from Vice President (Member of the Board)
President and Representative Member of the Board, Toray International, Inc.
2016 Senior Vice President (Member of the Board & Member of the Executive Committee)
2020 Executive Vice President (Representative Member of the Board) (incumbent)

Member of the Board

Yasuo Suga

1980 Joined the Company
2013 Chairman and Representative Director, Toray Carbon Magic Co., Ltd.
2013 Vice President (Member of the Board)
2016 Senior Vice President (Member of the Board)
2019 Retired from Senior Vice President (Member of the Board) Chief Representative for Europe; President, Toray Industries Europe GmbH
2020 Senior Vice President
2021 Senior Vice President, Corporate Strategic Planning Division (incumbent)

Member of the Board (Outside)

Susumu Kaminaga

1969 Joined Sumitomo Precision Products CO., LTD.
1995 Representative Director, Surface Technology Systems Ltd.
2000 Director, Sumitomo Precision Products CO., LTD.
2002 Managing Director, Sumitomo Precision Products CO., LTD.
2004 President, Sumitomo Precision Products CO., LTD.
2012 Senior Advisor, Sumitomo Precision Products CO., LTD.; Representative Director, SK Global Advisers Co., Ltd. (incumbent)
2012 Director, DEFTA Capital (incumbent)
2016 Outside Director, Olympus Corporation (incumbent)
2020 Member of the Board of the Company (incumbent)

Member of the Board

Satoru Hagiwara

1981 Joined the Company
2012 General Manager, Industrial Films Division; Chairman, Toray Films Europe S.A.S.; Chairman, Toray Plastics Europe S.A.
2012 Vice President (Member of the Board)
2014 Senior Vice President (Member of the Board)
2017 President and Representative Member of the Board, Toray Advanced Film Co., Ltd.
2020 Senior Vice President (Member of the Board) (incumbent)

Member of the Board

Masahiko Okamoto

1986 Joined the Company
2009 Vice President (Member of the Board), Toray Industries (Malaysia) Sdn. Berhad; Vice President (Member of the Board), Penfabric Sdn. Berhad; General Manager on Special Assignment, Finance & Controller's Division (Finance & Controller's Chief for Malaysia)
2011 General Manager on Special Assignment, International Division
2013 General Manager, Finance Dept.
2017 General Manager, Controller's Dept.
2020 Corporate Vice President (Member of the Board) (incumbent)

Member of the Board (Outside)

Kazuo Futagawa

1980 Joined the Ministry of Health and Welfare
2012 Director-General of Minister's Secretariat, the Ministry of Health, Labour and Welfare
2014 Director-General, Health Policy Bureau, the Ministry of Health, Labour and Welfare
2015 Vice-Minister of Health, Labour and Welfare
2017 Retired from Vice-Minister of Health, Labour and Welfare
2018 Special Advisor on Policy, Social Security Reform Office, Cabinet Secretariat
2020 Member of the Board of the Company (incumbent)

Corporate Auditors

Corporate Auditor

Toru Fukasawa

1978 Joined the Company
2003 Executive Officer, Chori Co., Ltd.
2005 General Manager on Special Assignment, Corporate Strategic Planning Division; General Manager on Special Assignment, Investor Relations Dept.
2006 General Manager, Controller's Dept.
2010 Chief Executive Representative for America; Chief Representative for America; Chairman, Toray Holding (U.S.A.), Inc.; President, Toray Industries (America), Inc.
2012 Vice President (Member of the Board)
2015 Senior Vice President (Member of the Board)
2018 Senior Vice President (Member of the Board and Member of the Executive Committee)
2020 Corporate Auditor (incumbent)

Corporate Auditor

Yoshiyuki Tanaka

1984 Joined the Company
2006 Executive Vice President, Toray Fluorofibers (America), Inc.
2014 General Manager, Okazaki Plant
2015 Vice President (Member of the Board)
2018 General Manager, Manufacturing Division (Fibers & Textiles Technology and Manufacturing)
2020 President and Representative Member of the Board, Toray Opelontex Co., Ltd.
2021 Corporate Auditor (incumbent)

Outside Corporate Auditor

Toshio Nagai

2008 Chief Research Officer, Supreme Court
2012 President, Hiroshima High Court
2013 President, Osaka High Court
2014 Mandatorily retired
Registered as a lawyer (The Dai-ichi Tokyo Bar Association)
Takyusyo Sogo Law Office (incumbent)
2015 Outside Corporate Auditor of the Company (incumbent)
2016 Outside Corporate Auditor, SUMITOMO CORPORATION (incumbent)

Outside Corporate Auditor

Kazuya Jono

1977 Joined Mitsui Bank, Limited
2005 Executive Officer, Sumitomo Mitsui Banking Corporation
2007 Managing Executive Officer, Sumitomo Mitsui Banking Corporation
2010 Senior Managing Director, Sumitomo Mitsui Banking Corporation
2012 Retired
Representative Director, President & CEO, Citibank Japan Ltd.
2014 Retired
2015 Outside Corporate Auditor of the Company (incumbent)
2019 Outside Corporate Auditor, Brother Industries (incumbent)

Outside Corporate Auditor

Hiroyuki Kumasaka

1973 Joined RJSO Audit Corporation (later MISUDA Audit Corporation)
2007 Chairs of the Board of Council; Head, Tokyo Office, the Audit Corporation
Representative Liquidator, the Audit Corporation
2008 Outside Corporate Auditor, MATSUDA SANGYO CO., LTD.
2011 External Corporate Auditor of the Board, Japan Airlines Co., Ltd.
2015 Outside Audit and Supervisory Committee Member, MATSUDA SANGYO CO., LTD.
2019 Outside Corporate Auditor of the Company (incumbent)

President, Vice Presidents, and Executive Fellow

President

Akihiro Nikkaku

President,
Chief Executive Officer,
Chief Operating Officer

Executive Vice President

Koichi Abe

Executive Vice President,
Intellectual Property Division, Global
Environment Business Strategic Planning
Dept., and Life Innovation Business Strategic
Planning Dept.; Technology Center; Toray
Human Resources Development Center

Executive Vice President

Mitsuo Ohya

Executive Vice President,
Legal & Compliance Division (Security Trade
Administration Dept.); Marketing and Sales;
Corporate Marketing Planning Dept., and branches;
Affiliated Companies Division

Senior Vice President

Hiroshi Otani

Senior Vice President,
Water Treatment & Environment Division;
Chairman, Toray Asia Pte. Ltd.; Chairman, Toray
Membrane (Foshan) Co., Ltd.

Senior Vice President

Satoru Hagiwara

Senior Vice President,
Films Division; Chairman, Toray Films Europe
S.A.S.

Senior Vice President

Kazuyuki Adachi

Senior Vice President,
Purchasing & Logistics Division;
Manufacturing Division

Senior Vice President

Minoru Yoshinaga

Senior Vice President,
Torayca & Advanced Composites Division;
Chairman, Toray Carbon Fibers Europe S.A.

Senior Vice President

Yasuo Suga

Senior Vice President,
Corporate Strategic Planning Division;
Quality Assurance Division; HS Business
Development Dept.

Senior Vice President

Kazuhiko Shuto

Senior Vice President,
Chief Representative for China; Chairman
and President, Toray Industries (China) Co.,
Ltd.; Chairman, Toray Sakai Weaving &
Dyeing (Nantong) Co., Ltd.

Senior Vice President

Hirofumi Kobayashi

Senior Vice President,
Pharmaceuticals & Medical Products
Division; Pharmaceuticals & Medical
Products Division (Technology &
Manufacturing)

Senior Vice President

Tetsuya Tsunekawa

Senior Vice President,
Chief Representative for Europe; President, Toray
Industries Europe GmbH

Senior Vice President

Shigeki Taniguchi

Senior Vice President,
Human Resources Division

Senior Vice President

Kenichiro Miki

Senior Vice President,
Fibers & Textiles Division; Osaka Head Office

Corporate Vice President

Satoru Nishino

Corporate Vice President,
Films Technology & Manufacturing Division

Corporate Vice President

Hideki Hirabayashi

Corporate Vice President,
CSR & Investor Relations; Legal & Compliance
Division; General Administration &
Communications Division; Tokyo Head Office

Corporate Vice President

Hiroshi Enomoto

Corporate Vice President,
Electronic & Information Materials Division

Corporate Vice President

Nobuyuki Inohara

Corporate Vice President, Resins &
Chemicals Division

Corporate Vice President

Hajime Ishii

Corporate Vice President, Fibers & Textiles
Division; Global SCM Division

Corporate Vice President

Hiroyuki Matsuda

Corporate Vice President, Information
Systems Division; Engineering Division

Corporate Vice President

Masahiko Okamoto

Corporate Vice President,
Electronic & Information Materials Division; Display
& Graphic Materials Division

Corporate Vice President

Yuichiro Iguchi

Corporate Vice President,
Research & Development Division; Basic Research
Center

Vice President

Young Kwan Lee

Vice President,
Chief Representative for the Republic of Korea;
President, Toray Industries Korea Inc.; Chairman,
Toray Advanced Materials Korea Inc.

Vice President

Teh Hock Soon

Vice President,
Chief Representative for Malaysia; President, Toray
Industries (Malaysia) Sdn. Berhad; Chairman,
Penfabric Sdn. Berhad; Chairman, Toray Malaysia
Systems Solution Sdn. Bhd.; Chairman, P.T. Century
Textile Industry Tbk

Vice President

Yoshio Yamamoto

Vice President,
Legal & Compliance Division; Compliance
Dept.

Vice President

Kei Shimaji

Vice President,
Chief Representative for Americas;
President, Toray Industries (America), Inc.

Vice President

Osamu Tsuneki

Vice President,
Purchasing & Logistics Division

Vice President

Kazuyuki Yakushiji

Vice President,
Composite Materials Technology & Manufacturing
Division

Vice President

Yasuo Fukuda

Vice President,
Fibers & Textiles Technology &
Manufacturing Division

Vice President

Masahide Matsumura

Vice President,
Chief Representative for Thailand; President,
Toray Industries (Thailand) Co., Ltd.;
Chairman, Toray Textiles (Thailand) Public
Company Limited

Executive Fellow

Executive Fellow

Akihiko Kitano

Automotive & Aircraft Center;
ACM Technology Division