

Directors, Audit & Supervisory Committee Members, and Executive Officers
(As of June 20, 2025)

Directors



President, CEO & COO,
President and Executive Officer

Tatsuyuki Sakoda

■ Number of shares held: 9,437
CEO & COO



Director,
Managing Executive Officer

Hiroshi Yoshida

■ Number of shares held: 10,763
General Manager of Corporate Planning Division and
General Manager of Pharmacovigilance & Quality
Assurance Office



Director,
Executive Officer

Kazuhiro Tohge

■ Number of shares held: 7,424
Special Appointee of the President (in relation to the
Textile Division)



Director

Nobuyuki Inohara

■ Number of shares held: 0
Significant concurrent position
• Corporate Vice President of Toray Industries, Inc.



Outside Director*

Independent Director

Chizu Sekine

■ Number of shares held: 0
Significant concurrent positions
• Outside Director of KOKUSAI ELECTRIC CORPORATION
• Outside Director of rVirogen, Inc.
• Outside Director of SBS Holdings Inc.



Director,
Full-Time Audit & Supervisory Committee
Member

Shigemasa Yabu

■ Number of shares held: 18,891



Outside Director,*
Audit & Supervisory Committee Member

Independent Director

Masaaki Sawano

■ Number of shares held: 0
Significant concurrent positions
• Establishment and foundation partner of CITY-YUWA
PARTNERS
• Member of Advisory Council on Fundamental Issues in
Corporate Management of Urban Renaissance Agency
• Chairman of Advisory Council on Fundamental Issues
in Corporate Management and Rent Council of Urban
Renaissance Agency
• Member of Business Evaluation Monitoring Committee
of Urban Renaissance Agency
• Outside Auditor of Japan Federation of Certified Public
Tax Accountants' Associations
• Member of Kanto Regional Government Asset Council,
Kanto Local Finance Bureau, Ministry of Finance
• Chairperson of Tokyo Metropolitan Government
Election Administration Commission
• Outside Auditor of JS Corporation



Outside Director,*
Audit & Supervisory Committee Member

Independent Director

Hiromasa Suzuki

■ Number of shares held: 0
Significant concurrent position
• Outside Director of Nitta Gelatin Inc.



Outside Director,*
Audit & Supervisory Committee Member

Independent Director

Hiroko Noda

■ Number of shares held: 0
Significant concurrent positions
• Representative of Noda Certified Public Accountant Office
• Representative Director of Probit Consulting Co., Ltd.
• Part-Time Lecturer at Graduate School of Asian and
International Business Strategy, Asia University
• External Director (Audit and Supervisory Committee
Member) of MODEC, Inc.
• Outside Director (Audit & Supervisory Committee
Member) of Okabe Co., Ltd.
• Outside Director of S.T. CORPORATION

Executive Officers (Excluding Those Who Concurrently Serve as Directors)

■ "Number of shares held" indicates the
number of CHORI CO., LTD. shares held.
(As of March 31, 2025)



Managing Executive Officer

Yoshihiro Teratani

■ Number of shares held: 14,365
General Manager of Chemicals Division



Managing Executive Officer

Naohiko Ashida

■ Number of shares held: 3,038
General Manager of Textile Division, Senior Manager of
Fibers & Textiles Business Department, and General
Manager of Hokuriku Branch



Senior Executive Officer

Satoko Nakayama

■ Number of shares held: 14,898
Deputy General Manager of Corporate Planning Division
(Human Resources & General Affairs Department and
Information System Department) and General Manager
of CHORI Innovation Activities



Senior Executive Officer

Masao Nakamura

■ Number of shares held: 3,037
Senior Manager of Chemical & Materials Business
Department



Executive Officer

Yasuhiro Oiwa

■ Number of shares held: 700
Executive Chief Representative for China of the
Company, Chairman and President of CHORI (CHINA)
CO., LTD., and Chairman and President of CHORI
(SHANGHAI) CO., LTD.



Executive Officer

Masahiro Takamaru

■ Number of shares held: 6,152
President of STX Company Limited



Executive Officer

Yasutaka Kawamura

■ Number of shares held: 3,300
Deputy General Manager of Corporate Planning Division
(Corporate Management Department, Affiliate Business
Department, Logistics Department (Textile), and
Logistics Department (Chemicals)) and President of
Chori Machinery Co., Ltd.

* Outside director as stipulated in Article 2, Item 15 of the Companies Act.

10-Year Financial Summary

CHORI CO., LTD. and Group Companies

											(Millions of yen)
		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Operating Results	Net sales ^{*1}	291,578	270,908	311,705	356,537	329,360	216,233	284,096	329,389	307,699	311,546
	Fibers, Textiles, and Garments Business	117,050	110,992	113,349	120,240	114,520	90,094	115,539	144,846	145,892	152,738
	Chemicals Business	133,742	120,205	142,269	176,525	150,634	123,325	164,155	180,013	160,007	157,864
	Machinery Business	40,704	39,630	56,009	59,696	64,133	2,747	4,323	4,448	1,724	860
	Other	80	80	77	74	72	65	77	81	74	82
	Gross profit	24,799	25,149	26,400	28,585	28,310	26,357	30,650	37,058	38,732	40,515
	Selling, general and administrative expenses	19,429	18,701	19,174	20,538	20,091	22,693	21,321	24,401	23,692	26,022
	Operating profit	5,369	6,448	7,226	8,047	8,219	3,663	9,328	12,656	15,039	14,492
	Ordinary profit (loss) ^{*2}	5,518	6,967	7,499	8,660	8,685	4,656	10,274	12,437	14,476	16,198
	Fibers, Textiles, and Garments Business	—	3,429 ^{*10}	3,480	3,710	4,028	3,877	2,980	5,102	—	—
	Chemicals Business	—	2,522 ^{*10}	3,132	3,890	3,515	(323)	7,410	8,775	—	—
	Machinery Business	—	73 ^{*10}	169	323	417	704	(6)	(1,256)	—	—
	Other ^{*3}	—	941 ^{*10}	716	734	724	397	(110)	(184)	—	—
	Profit (loss) before income taxes ^{*2}	7,018	7,157	7,393	8,609	9,290	4,175	10,778	12,788	14,698	16,316
	Fibers, Textiles, and Garments Business	4,762	3,812	—	—	—	—	—	5,099	8,030	7,690
	Chemicals Business	2,159	3,218	—	—	—	—	—	9,134	7,647	8,873
	Machinery Business	19	57	—	—	—	—	—	(1,256)	(616)	612
	Other ^{*3}	77	69	—	—	—	—	—	(190)	(363)	(859)
	Net profit attributable to owners of parent	4,297	4,780	4,730	5,630	6,101	1,247	6,811	8,124	9,624	11,658
Financial Position (As of March 31)	Total assets	98,736	97,983	119,055	118,499	114,400	110,591	134,121	143,200	143,350	146,076
	Net assets	42,882	46,343	51,153	53,897	57,279	58,831	65,096	72,158	82,097	92,101
	Net interest-bearing debt ^{*4}	(8,029)	(6,824)	(11,134)	(10,887)	(11,962)	(15,547)	(6,939)	(13,902)	(18,705)	(22,411)
Cash Flows	Cash flows from operating activities (A)	4,992	625	6,653	3,196	2,857	5,889	(2,330)	9,596	9,693	7,141
	Cash flows from investing activities (B)	(4,442)	58	821	(1,421)	8	(357)	197	(261)	(2,706)	(1,027)
	Free cash flows (A + B)	550	683	7,474	1,774	2,866	5,532	(2,133)	9,335	6,986	6,114
	Cash flows from financing activities	(1,510)	(1,363)	(2,352)	(4,350)	(1,899)	(887)	(4,015)	(3,099)	(5,381)	(4,775)
Per Share Data (Yen)	Net profit per share	175.31	195.00	192.74	229.28	248.46	50.73	276.82	330.16	390.87	473.06
	Net assets per share	1,746.27	1,887.37	2,079.84	2,191.45	2,328.79	2,390.06	2,643.55	2,932.46	3,330.03	3,733.26
	Dividends per share ^{*5}	36.00	40.00	59.00	60.00	63.00	37.00	84.00	105.00	118.00	142.00
Key Indicators (%)	Return on assets (ordinary profit basis) (ROA) ^{*6}	6.0	7.1	6.9	7.3	7.5	4.1	8.4	9.0	10.1	11.2
	Return on assets (net profit basis) (ROA) ^{*7}	4.7	4.9	4.4	4.7	5.2	1.1	5.6	5.9	6.7	8.1
	Return on equity (ROE) ^{*8}	10.2	10.7	9.7	10.7	11.0	2.2	11.0	11.8	12.5	13.4
	Return on invested capital (ROIC) ^{*9}	6.0	8.5	8.6	9.1	8.8	1.1	8.2	10.8	12.4	11.1
	Equity-to-asset ratio	43.4	47.2	42.9	45.4	50.0	53.2	48.5	50.4	57.2	63.0
	Consolidated dividend payout ratio	20.5	20.5	30.6	26.2	25.4	72.9	30.3	31.8	30.2	30.0
	Price-earnings ratio	8.3	9.9	10.9	6.8	6.2	33.2	6.4	7.6	8.7	6.4
	Price-book value ratio	0.8	1.0	1.0	0.7	0.7	0.7	0.7	0.9	1.0	0.8
Other Data	Stock price at end of March (yen)	1,457	1,939	2,097	1,556	1,537	1,685	1,759	2,508	3,405	3,010
	Number of employees (consolidated)	924	939	991	1,023	1,014	969	1,322	1,285	1,304	1,354
	Number of consolidated subsidiaries	27	27	29	29	29	30	33	32	31	31

*1 Effective from the beginning of fiscal 2020, the Company has adopted the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, issued on March 30, 2018).
*2 Ordinary profit is presented as profit before income taxes for fiscal 2015, fiscal 2016, and fiscal 2022 onward and as segment profit for fiscal 2017 to fiscal 2021.
*3 “Other” includes adjustments.
*4 Net interest-bearing debt = Interest-bearing debt – (Cash and deposits + Deposits paid to subsidiaries and associates)
*5 Dividends per share in fiscal 2017 include a commemorative dividend of ¥10 for the Company’s 70th anniversary.

*6 Return on assets (ROA) = Ordinary profit / Total assets (Avg. of beginning and end of fiscal year) × 100
*7 Return on assets (ROA) = Net profit attributable to owners of parent / Total assets (Avg. of beginning and end of fiscal year) × 100
*8 Return on equity (ROE) = Net profit attributable to owners of parent / Total equity (Avg. of beginning and end of fiscal year) × 100
*9 Return on invested capital (ROIC) = Operating profit after income taxes / Invested capital (Equity + Interest-bearing debt, Avg. of beginning and end of fiscal year) × 100
*10 The figures shown reflect changes to segment classification and the calculation method for segment profit implemented in fiscal 2017.

ESG Data

		Data Collection Period	FY2020	FY2021	FY2022	FY2023	FY2024	
Environment	Electricity consumption (kWh) ^{*1}	Fiscal year	585,465	588,428	636,896	588,638	517,138	
	Of which, renewable energy consumption (kWh) ^{*1}	Fiscal year	—	—	199,310	199,240	309,130	
	Wastewater use (GJ) ^{*2}	Fiscal year	993	1,096	1,229	1,197	1,132	
	Copy paper usage (sheets) ^{*1}	Fiscal year	5,713,397	5,365,221	5,250,637	5,133,711	5,042,093	
	General waste generation ^{*2}	Recycled waste (kg)	Fiscal year	35,397	37,539	37,823	36,532	36,274
		Non-recycled waste (kg)	Fiscal year	12,642	13,287	12,900	15,222	15,996
	General waste recycling rate (%) ^{*2}	Fiscal year	73.7	73.9	74.6	70.6	69.4	
	Number of ISO 14001-certified business sites	Fiscal year	4	4	4	4	4	

*1 Non-consolidated

*2 Tokyo Head Office

			Data Collection Period	FY2020	FY2021	FY2022	FY2023	FY2024
Human Resources	Number of employees	Non-consolidated	As of the end of the fiscal year	340	340	331	343	371
		Percentage of female employees (non-consolidated) (%)	As of the end of the fiscal year	32.1	31.5	31.4	30.3	32.3
		Consolidated	As of the end of the fiscal year	969	1,322	1,285	1,304	1,354
	Number of new graduate hires ^{*1}	Men	Fiscal year	14	8	13	14	16
		Women	Fiscal year	4	4	5	4	6
	Number of mid-career hires ^{*1}	Men	Fiscal year	3	17	9	16	12
		Women	Fiscal year	0	4	2	8	17
	Average salary (thousand yen) ^{*2}		Fiscal year	8,666	8,117	9,255	9,631	9,885
	Percentage of women in management positions ^{*3} (%)		Fiscal year	0.0	2.1	3.2	2.0	3.0
	Percentage of people with disabilities ^{*4} (%)		Fiscal year	2.3	2.3	2.1	2.0	1.8

*1 Non-consolidated

*2 Non-consolidated. Excludes dispatched employees

*3 Non-consolidated. Calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015)

*4 Non-consolidated. Includes employees dispatched to other companies

			Data Collection Period	FY2020	FY2021	FY2022	FY2023	FY2024
Work-Life Balance	Total annual working hours (monthly average) ¹		Fiscal year	1,805.4	1,796.2	1,815.9	1,810.6	1,809.6
	Overtime hours (monthly average) ²		Fiscal year	12.4	14.7	15.0	14.2	15.7
	Percentage of paid leave taken (yearly average) ³		Fiscal year	43.3	51.0	54.8	59.3	56.5
	Average age ⁴		Fiscal year	39.6	39.8	40.3	40.2	39.7
	Average years of service ⁴		Fiscal year	13.9	13.7	14.1	13.6	12.8
	Number of employees taking childcare leave ^{*5, 6}	Men	Fiscal year	9	9	6	14	7
		Women	Fiscal year	4	8	7	5	5
	Number of employees working shorter hours due to childcare ⁵		Fiscal year	9	12	14	16	16

*1 Non-consolidated

*2 Non-consolidated. Excludes managers and dispatched employees

*3 Non-consolidated. Includes dispatched employees

*4 Non-consolidated. Excludes dispatched employees

*5 Non-consolidated. Includes employees dispatched to other companies

*6 Number of employees who began taking childcare leave in each fiscal year

		Data Collection Period	FY2020	FY2021	FY2022	FY2023	FY2024
Health-Related	Percentage of employees who undergo regular health checkups ^{*1, *2}	Fiscal year	100.0	100.0	100.0	100.0	100.0
	Percentage of employees taking stress checks ^{*1}	Fiscal year	84.6	85.2	84.0	87.2	95.2
	Number of workplace accidents ^{*3}	Accidents resulting in fatalities	Fiscal year	0	0	0	0
		Accidents resulting in lost workdays	Fiscal year	0	0	0	0
		Accidents not resulting in lost workdays	Fiscal year	1	0	0	0

*1 Non-consolidated. Includes dispatched employees

*2 Excludes expatriates who were unable to return to Japan due to COVID-19

*3 Non-consolidated

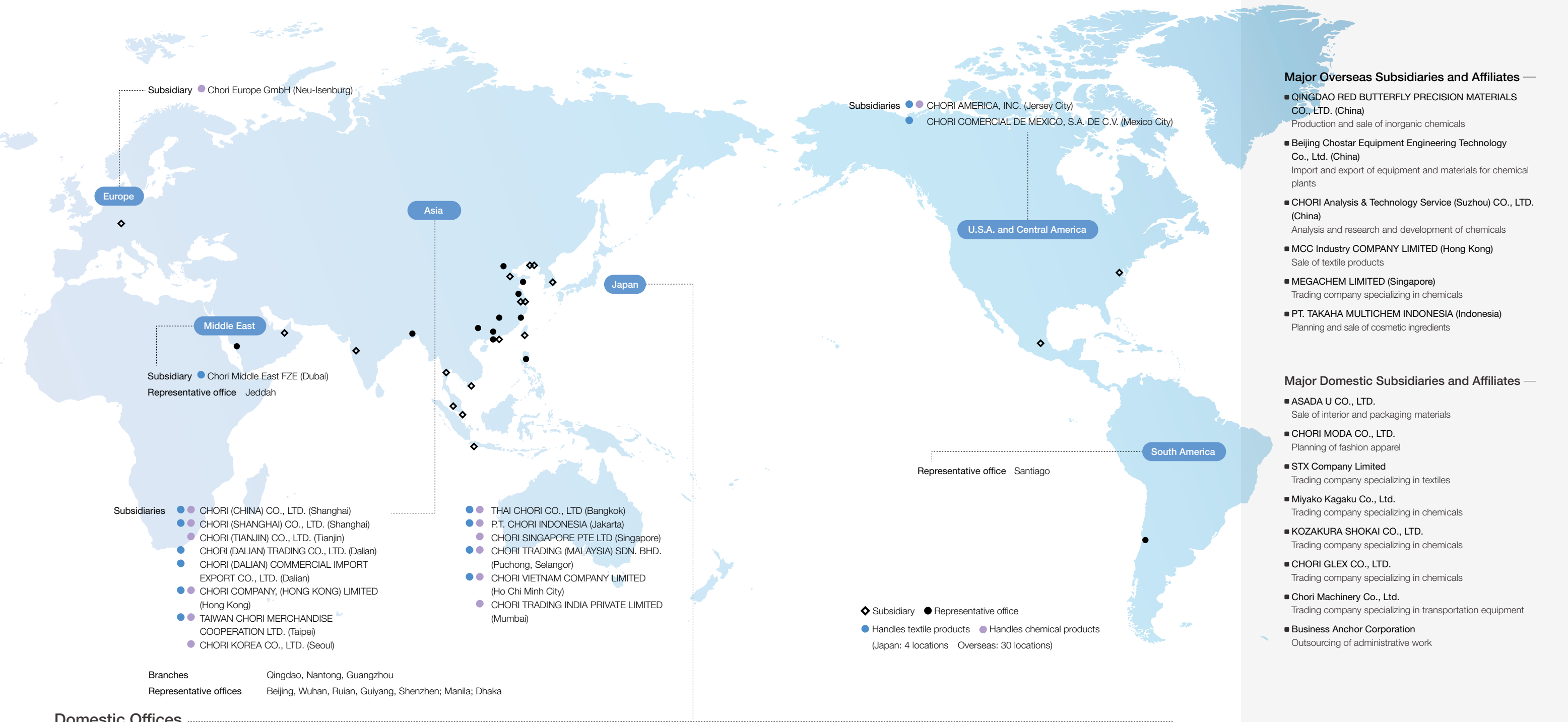
		Data Collection Period	FY2021	FY2022	FY2023	FY2024	FY2025
Corporate Governance	Number of directors (including Audit & Supervisory Committee members)	As of June 30	8	8	8	8	9
	Number of female directors (including Audit & Supervisory Committee members)	As of June 30	1	1	1	1	2
	Percentage of female directors (including Audit & Supervisory Committee members) (%)	As of June 30	12.5	12.5	12.5	12.5	22.2
	Number of outside directors (including Audit & Supervisory Committee members)	As of June 30	3	3	3	3	4
	Percentage of outside directors (including Audit & Supervisory Committee members) (%)	As of June 30	37.5	37.5	37.5	37.5	44.4

		Data collection period	FY2020	FY2021	FY2022	FY2023	FY2024
Compliance	Amount of political donations or contributions ^{*1}	Fiscal year	0	0	0	0	0
	Number of legal violations ^{*1}	Fiscal year	0	0	0	0	0

*1 Non-consolidated

Chori's Global Network (As of September 30, 2025)

After the end of World War II, Chori recommenced the full-scale development of its overseas business in 1949, when private foreign trade resumed. Today, Chori boasts a global network consisting of subsidiaries and offices located in various regions of the world. As we move forward, we will step up the pace of our globalization efforts while addressing the needs of our customers.



Domestic Offices

Tokyo Head Office
Tower C, Shinagawa Intercity,
2-15-3, Konan, Minato-ku, Tokyo
108-6216, Japan
Tel: +81-3-5781-6200

Osaka Head Office
Urbannet Midotsuji Bldg.,
4-2-13, Awajimachi, Chuo-ku, Osaka
540-8603, Japan
Tel: +81-6-6228-5000

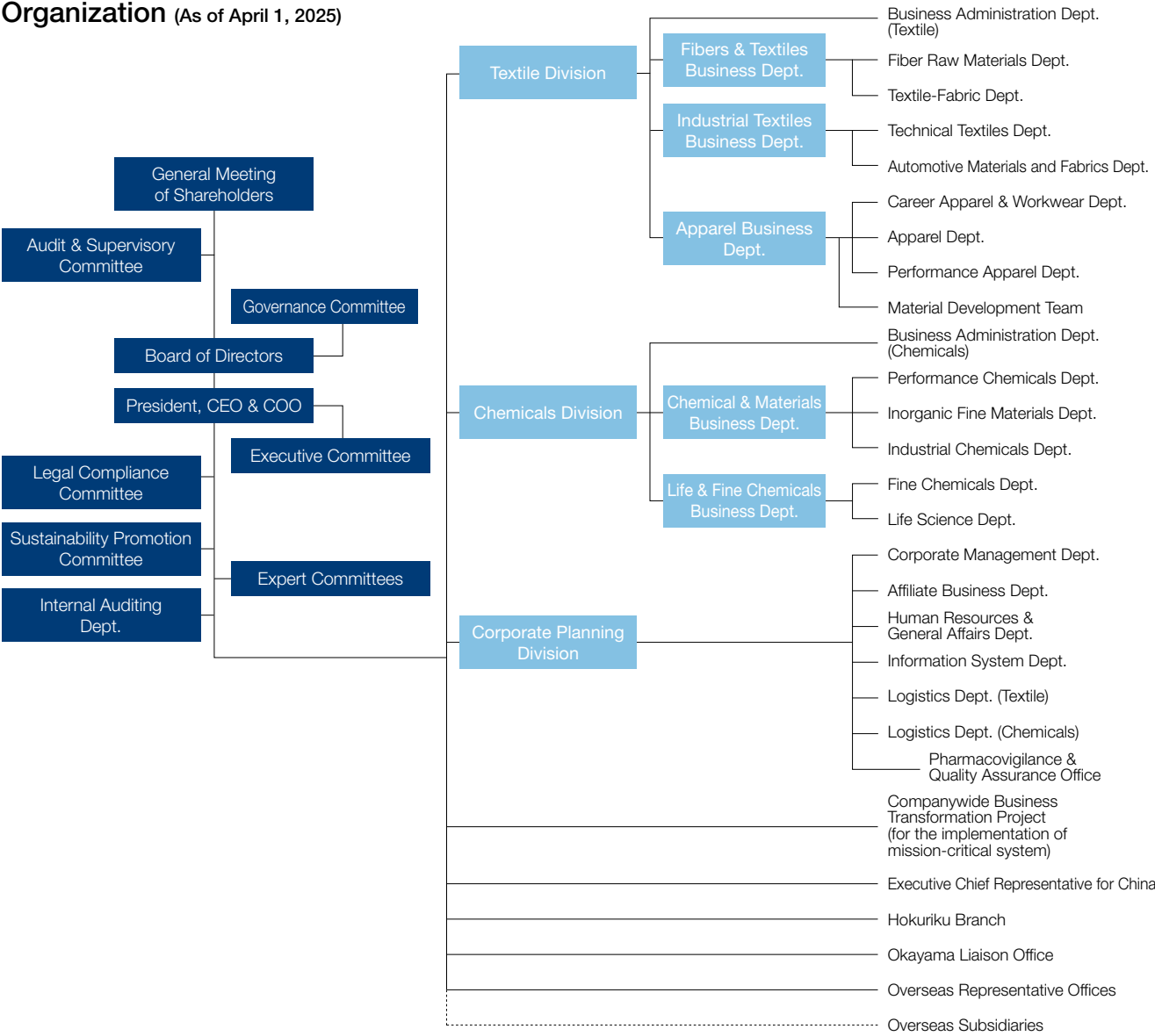
Hokuriku Branch
15F Visage Office Zone,
16-1, Showa-machi, Kanazawa
920-8676, Japan
Tel: +81-76-232-3521

Okayama Liaison Office
10F Okayama
Fukokuseimei-ekimae Bldg.,
1-6, Ekimotomachi,
Kita-ku, Okayama
700-0024, Japan
Tel: +81-86-224-6188

Company Overview

Company Name	CHORI CO., LTD.
Headquarters	Tokyo Head Office 2-15-3, Konan, Minato-ku, Tokyo 108-6216, Japan Tel: +81-3-5781-6200 Osaka Head Office (Main Headquarters) 4-2-13, Awajimachi, Chuo-ku, Osaka 540-8603, Japan Tel: +81-6-6228-5000
Capital	¥6.8 billion
Date of Incorporation	September 2, 1948 (Founded in 1861)
Closing Date	March 31
Number of Employees	Consolidated: 1,354 Non-consolidated: 445 (Including 74 employees dispatched to other companies)
Corporate Website	https://www.chori.co.jp/english/

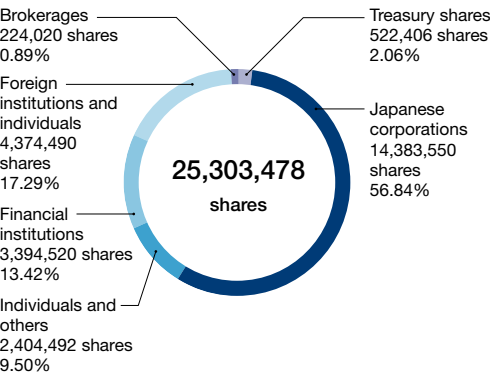
Organization (As of April 1, 2025)



Investor Information

Securities Code	8014 (Prime Market of the Tokyo Stock Exchange)
Total Number of Shares Authorized to Be Issued	55,000,000
Total Number of Shares Outstanding	25,303,478
Number of Shareholders	7,230
Trading Unit	100
Shareholder Register Agent for Common Stock	Mizuho Trust & Banking Co., Ltd.
Accounting Auditor	Deloitte Touche Tohmatsu LLC

Breakdown of Shareholders by Investor Type



Major Shareholders

Shareholder Name	Number of Shares Held (Thousand shares)	Percentage of Shares Held (%)
Toray Industries, Inc.	12,967	52.33
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,606	6.48
BBH FOR FIDELITY LOW-PRICED STOCK FUND (PRINCIPAL ALL SECTOR SUBPORTFOLIO)	962	3.89
Hurex Co., Ltd.	735	2.97
Custody Bank of Japan, Ltd. (Trust Account)	635	2.56
MSIP CLIENT SECURITIES	560	2.26
The Nomura Trust and Banking Co., Ltd. (Investment Trust Account)	555	2.24
STATE STREET BANK AND TRUST CLIENT OMNIBUS ACCOUNT OM02 505002	522	2.11
NORTHERN TRUST CO. (AVFC) RE IEDP AIF CLIENTS NON TREATY ACCOUNT	296	1.19
HIKARI TSUSHIN, INC	239	0.97

Notes: 1. In addition to the above, the Company owns 522,406 shares of treasury stock.
2. The percentages of shares held exclude the 522,406 shares of treasury stock.
3. The number of shares held are rounded down to the nearest thousand shares.
4. The percentages of shares held are rounded to the nearest second decimal place.
5. All shares held by The Master Trust Bank of Japan, Ltd. (Trust Account), Custody Bank of Japan, Ltd. (Trust Account), and The Nomura Trust and Banking Co., Ltd. (Investment Trust Account) are related to trust services.

IR Activities

Chori is working to strengthen dialogue with shareholders and investors. The executive officer in charge of information handling oversees matters related to investor relations (IR) and public relations, cooperates with the Corporate Management Department and relevant departments, and communicates information to shareholders and investors. If a request is made for an interview with an executive officer other than those in charge of matters related to IR and public relations (including outside directors), the Company will consider responding to the request within reasonable limits based on its details. The relevant internal departments proactively cooperate to achieve constructive dialogues with shareholders and investors through the preparation of disclosure materials and the sharing of important information while conducting their business activities. The opinions gathered through these dialogues are reported to the relevant committees as necessary and fed back to management executives and the relevant departments, ensuring that such information is shared and utilized.

Fiscal 2024 Activities

Financial results briefings for institutional investors and analysts: Twice / Company briefings for individual investors: Once / Individual IR meetings: 11 times

Results of Dialogues

Results of Dialogues	Legend
<ul style="list-style-type: none">◆ We would like to see regional sales figures included in the financial results briefing materials.◆ We would like to see exchange rate forecasts disclosed when formulating management plans.◆ It is difficult to understand which markets will become key drivers of the Company's future growth, the size of these markets, and the extent of potential growth.	<p>◆ Chori ◆ Already addressed ◇ To be addressed / under consideration</p> <ul style="list-style-type: none">◆ Regional sales figures have been incorporated into the financial results briefing materials for fiscal 2024.◇ Disclosure of exchange rate forecasts is under consideration for the next medium-term management plan and beyond.◇ Issues will be brought up for discussion during the formulation process of the next medium-term management plan.