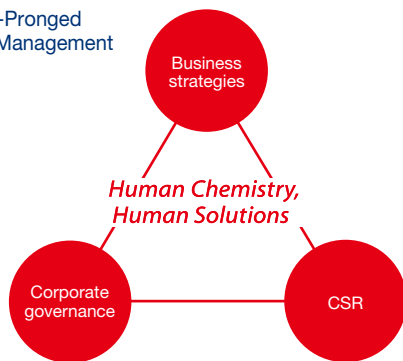


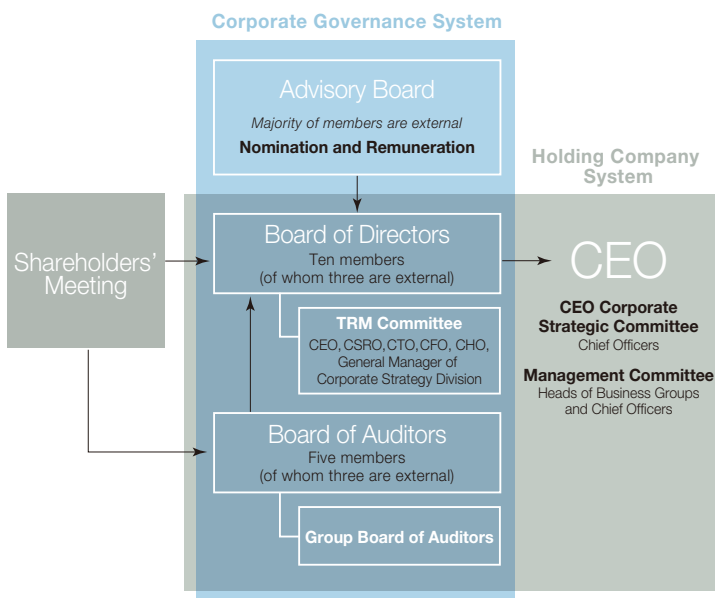
Corporate Governance

We believe effective corporate governance is essential if a company is to steadily increase its returns to shareholders on their investments over the medium to long term, as well as to fulfill its responsibilities to its various stakeholders. To these ends, we have implemented pioneering reforms aimed at enhancing transparency, ensuring fairness and objectivity and accelerating decision making. These include establishing an Advisory Board, reducing the number of directors on Teijin's Board of Directors, introducing a corporate officer system and adopting a compensation system for directors that is linked to our business performance.

Teijin's Three-Pronged Approach to Management



The Teijin Group's Corporate Governance System
As of July 2011



Board of Directors and Corporate Officers

To expedite decision making and clarify responsibility for frontline management, we have set the number of directors on Teijin's Board of Directors at a maximum of 10. We have also introduced a corporate officer system and have delegated considerable authority and responsibility to those officers. To ensure the appropriate separation of responsibility for frontline management and monitoring/supervising, the Board of Directors is directly responsible to the chairman, who does not participate in internal, operations-level decision making.

Three of the directors on the Board are independent and appointed from outside the Company. Responsibility for supervising the internal directors is vested with these independent outside directors, who also draw on the exceptional insight they bring to the position to advise on management-related issues, thereby helping to increase the transparency and accountability of the Board.

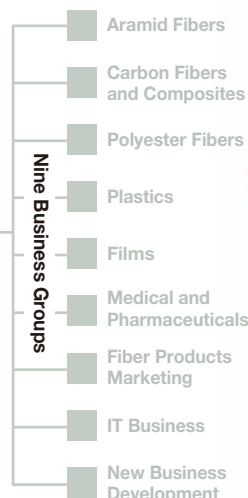
Percentage of Independent Outside Members on Teijin's Boards
As of July 2011

| | Board of Directors | Board of Auditors | Advisory Board |
|---|--------------------|-------------------|----------------|
| Total number of individuals | 10 | 5 | 7 |
| Number of independent outside individuals | 3 | 3 | 5 |
| Percentage of independent outside individuals | 30% | 60% | 70% |

Note: Teijin has formulated its own requirements concerning the independence of outside directors and corporate auditors that are comparable with those mandated by U.S. stock exchanges.

Audit System and Board of Auditors

Teijin's Board of Auditors comprises five members, three of whom are independent outside corporate auditors, thereby ensuring transparency and the effective monitoring and auditing of all aspects of management, including Total Risk Management (TRM). To further enhance the efficacy of monitoring and auditing, full-time corporate auditors not only attend meetings of the CEO Corporate Strategic Committee and the Management Committee, but also coordinate meetings of the Group Board of Auditors and may, in addition, serve concurrently as outside corporate auditors for core Group companies.



Advisory Board

The Advisory Board is a consultative body that is tasked with advising on all aspects of management and evaluating the performance of top executives. The Board, which has two ordinary meetings each year, comprises five or six leading experts from outside the Company—of whom three are Japanese and two or three non-Japanese—as well as Teijin’s chairman and the president, who also serves as CEO. The Advisory Board additionally functions as a nomination and remuneration committee and is charged with deliberating the replacement of the CEO and putting forward successors, proposing candidates for chairman, reviewing systems and standards governing remuneration for directors and evaluating the performance of the CEO and representative directors. Compensation for directors is based on consolidated ROA, calculated using operating income; consolidated ROE; and consolidated operating income—i.e., on an examination of whether those targets have been met and/or improvements seen—as well as on a qualitative assessment of each individual director’s execution of his or her duties.

Compliance and Total Risk Management

We operate on the principal that effective corporate governance depends on strict compliance and comprehensive risk management. Individuals employed by the Teijin Group are required not only to comply with relevant laws and regulations, but also to act with good faith as a businessperson and a member of society in accordance with ethical and social norms. In line with this conviction, we formulated the Corporate Code of Conduct and the Corporate Standards of Conduct, which set forth consistent guidelines for the entire Teijin Group, and work diligently to reinforce awareness of compliance issues among management and employees. As a countermeasure to the risks and uncertainties we face as a corporate entity, we established our TRM Committee, which answers directly to the Board of Directors and which is charged with the comprehensive management of strategic and operational risk.

Corporate Governance Milestones

| | |
|------|--|
| 1993 | Establishes corporate philosophy, Standards of Conduct and Corporate Code of Conduct |
| 1998 | Establishes Corporate Ethics Committee and formulates Corporate Standards of Conduct |
| 1999 | Installs Advisory Board and introduces corporate officer system |
| 2003 | Adopts holding company system and issues Teijin Group Corporate Governance Guide |
| 2007 | Updates Teijin Group Corporate Governance Guide |
| 2009 | Updates Teijin Group Corporate Governance Guide |

Advisory Board Members

As of July 2011



Toru Nagashima

Chairman of Teijin

John W. Himes

Former senior vice-president of DuPont

Lord Leon Brittan

Chairman of UBS Limited, Vice-chairman of UBS Investment Bank

Kunio Suzuki

Counselor of Mitsui O.S.K. Lines, Ltd.

Hajime Sawabe

Director and Chairman of the Board of TDK Corporation

Yutaka Iimura

Special Envoy of the Government of Japan (Middle East, Europe)

Shigeo Ohyagi

President and CEO of Teijin

One focus of the management reforms we initiated in 1999 was the creation of a first-class corporate governance system, a move designed to bring Teijin in line with other top global players. Our Advisory Board performed a key role in this effort. In addition to leading experts from Japan, the Advisory Board’s original members included John A. Krol, former chairman of global chemicals giant DuPont, and Sir Ronald Hampel, previously chairman of ICI and of the Hampel Committee, which established certain key principles of corporate governance in the United Kingdom. Both these gentlemen took a very active role in Advisory Board discussions. Subsequent Advisory Board members have also made valuable contributions that have consistently enhanced both our corporate governance system and corporate value.

Teijin’s Disclosure Policies

1. In disclosing information, Teijin’s basic policy is to disclose the same content both in and outside Japan simultaneously.
2. In addition to disclosing legally stipulated financial information, Teijin proactively discloses corporate information from the perspective of good CSR.
3. Teijin’s general meetings of shareholders are open meetings, wherein communicating with shareholders is our first priority.

Management Team

Board of Directors, Corporate Auditors, Advisory Board, Chief Officers and Business Group General Managers
As of July 2011

Board of Directors



Chairman of the Board

Toru Nagashima



President and CEO,
Representative Director
of the Board
Shigeo Ohyagi



Executive Vice President,
Representative Director
of the Board
Junji Morita



Senior Executive Officer,
Representative Director
of the Board
Norio Kamei



Senior Executive Officer,
Member of the Board
Osamu Nishikawa



Executive Officer,
Member of the Board
Toshiaki Yatabe



Executive Officer,
Member of the Board
Yoshio Fukuda



Independent Outside Director
Kunio Suzuki



Independent Outside Director
Hajime Sawabe



Independent Outside Director
Yutaka Iimura

Corporate Auditors

Full-Time Kihachiro Sano
Full-Time Atsuo Amano
Independent Outside Ryozo Hayashi
Independent Outside Toshiharu Moriya
Independent Outside Noriko Hayashi

Advisory Board

Toru Nagashima (Chairman)
John W. Himes
Lord Leon Brittan
Kunio Suzuki
Hajime Sawabe
Yutaka Iimura
Shigeo Ohyagi

Chief Officers

CEO Shigeo Ohyagi
CSRO/CIO Osamu Nishikawa
CTO Toshiaki Yatabe
CMO Junji Morita
CFO Yoshihisa Sonobe
CHO Yasumichi Takesue
CENO Yo Goto

Business Group General Managers

Aramid Fibers Eiso W.A. Alberda van Ekenstein
Carbon Fibers and Composites Norio Kamei
Polyester Fibers Toshihide Fukushima
Plastics Kazuyuki Sakai
Films Takashi Takahashi
Medical and Pharmaceuticals Kentaro Arao
Fiber Products Marketing Tetsushi Takenaka
IT Kazuhiro Yamamoto
New Business Development Kenji Kubo

CEO: Chief Executive Officer
CSRO: Chief Social Responsibility Officer
CIO: Chief Information Officer

CTO: Chief Technology Officer
CMO: Chief Marketing Officer
CFO: Chief Financial Officer

CHO: Chief Human-resources Officer
CENO: Chief Engineering Officer