

The outline of the Board of Directors, the Audit & Supervisory Board and the committees established on a voluntary basis is as follows:

Name	Outline	
Board of Directors	Members	<ul style="list-style-type: none"> 7 members (including 5 External Directors) (and 5 Audit & Supervisory Board Members (including 3 External Audit & Supervisory Board Members)) Representative Director, President and CEO, Mr. Masaaki Yajima serves as the Chair of the Board of Directors.
	Purpose	<ul style="list-style-type: none"> Our Board of Directors is entrusted by shareholders and makes the best decisions based on fair judgment. In addition, our Board of Directors exercises its supervisory function for the execution of its business and aims to maximize corporate value. Our Board of Directors conducts a review of our medium- to long-term management strategy and social issues, as well as decision-making regarding material matters as stipulated in applicable laws and regulations or in our Articles of Incorporation. The Company will formulate basic policies on sustainability issues, and monitor the allocation of management resources and the implementation of business portfolio strategies to contribute to sustainable growth.
	Structure	<ul style="list-style-type: none"> In accordance with the number of Directors as prescribed in our Articles of Incorporation, the Board of Directors is composed of an appropriate number of Directors who are capable of performing the functions of the Board of Directors in the most effective and efficient manner, taking into account the portfolio and size of business. The Board of Directors consists of a diverse group of Directors, taking into account gender, international experience and background, professional experience, age and other factors, while ensuring that the Directors have the requisite balance of skills, such as knowledge, experience and expertise, each in light of management strategies. Independent External Directors shall include those who have management experience at other companies, and at least one-third of all Directors shall be Independent External Directors.
	Frequency	<ul style="list-style-type: none"> In principle, the ordinary meeting of the Board of Directors is held once a month, while extraordinary meetings are convened whenever necessary.

Name	Outline	
Nomination of Directors Advisory Committee	Members	<ul style="list-style-type: none"> 5 members (including 3 External Directors) External Director Mr. Tsunehiko Iwai serves as the Chair of the Committee.
	Purpose	<ul style="list-style-type: none"> This Committee discusses and provides recommendations to our Board of Directors on matters related to evaluation, election, dismissal, and promotion of Directors, and on matters regarding establishment and revisions of rules and bylaws of Directors. Attendance and approval of all committee members is required to pass resolutions.
	Structure	<ul style="list-style-type: none"> This Committee is composed of the following 5 members. A majority of the members the Committee consist of Independent External Directors to enhance its independence and objectivity. Representative Director and President, Director of Supervisor of Group Business Management, and Independent External Directors (3 members) The Committee is also attended by 1 Independent External Director as an observer.
	Frequency	<ul style="list-style-type: none"> In principle, the Committee holds meetings in July, November and January when the Board of Directors' meetings are held, while extraordinary meetings are convened whenever necessary.

Name	Outline	
Remuneration of Directors Advisory Committee	Members	<ul style="list-style-type: none"> 5 members (including 3 External Directors) External Director Mr. Tsunehiko Iwai serves as the Chair of the Committee.
	Purpose	<ul style="list-style-type: none"> This Committee discusses and provides recommendations to our Board of Directors on matters regarding performance review and remuneration of Directors, and matters regarding remuneration system of Directors. Attendance and approval of all committee members is required to pass resolutions.
	Structure	<ul style="list-style-type: none"> This Committee is composed of the following 5 members. A majority of the members the Committee consist of Independent External Directors to enhance its independence and objectivity. Director of Supervisor of Group Business Management, Director in charge of Group Personnel (or Corporate Officer), and Independent External Directors (3 members) The Committee is also attended by 1 Independent External Director as an observer.
	Frequency	<ul style="list-style-type: none"> In principle, the Committee holds meetings in April, July and February when the Board of Directors' meetings are held, while extraordinary meetings are convened whenever necessary.

Name	Outline	
Independent External Auditors & Directors Meeting	Members	<ul style="list-style-type: none"> 12 members (including 5 External Directors and 3 External Audit & Supervisory Board Members) Representative Director, Vice President and Executive Officer and CFO in charge of Group Business Management, Mr. Akira Miyagi serves as the Chair of the Committee.
	Purpose	<ul style="list-style-type: none"> The meeting attendees, mainly composed of our Independent Officers, exchange and share opinions regarding corporate governance and our Board of Directors. The meeting attendees analyze and evaluate the effectiveness of our Board of Directors, identify issues, compile improvement measures, and provide recommendations to our Board of Directors.
	Structure	<ul style="list-style-type: none"> This Meeting is composed of all External Officers (8 members of External Directors and External Audit & Supervisory Board Members), Director of Supervisor of Group Business Management, Standing Audit & Supervisory Board Members (2 members) as well as General Manager of Corporate Planning.
	Frequency	<ul style="list-style-type: none"> The Meeting is held at least once a year to discuss issues and measures in aim to improve the effectiveness of our Board of Directors.

Name	Outline	
Audit & Supervisory Board	Members	<ul style="list-style-type: none"> 5 members (including 3 External Audit & Supervisory Board Members) Standing Audit & Supervisory Board Member Mr. Shinichi Kitagawa serves as the Chair of the Board.
	Purpose	<ul style="list-style-type: none"> The Audit & Supervisory Board is entrusted by shareholders to discuss or resolve important matters relating to the audit and establish a high-quality corporate governance system that responds to social trust. The Board builds a system to enhance the effectiveness of audit by each Audit & Supervisory Board Member.
	Structure	<ul style="list-style-type: none"> The Company appoints a person as an Audit & Supervisor Board Member who has the appropriate experience, ability and necessary knowledge to perform the audit function. Especially, we appoint at least one Audit & Supervisor Board Member who has sufficient knowledge of finance and accounting. A majority of the members are External Audit & Supervisory Board Members.
	Frequency	<ul style="list-style-type: none"> In principle, the Board holds meeting every month prior to the ordinary meeting of the Board of Directors, while extraordinary meetings are convened whenever necessary.

Name	Outline	
Group Management Meeting	Members	<ul style="list-style-type: none"> 8 members (Note: excluding the employees of the Company as well as the Directors and employees of our domestic and overseas group companies) Representative Director, Vice President and Executive Officer and CFO in charge of Group Business Management, Mr. Akira Miyagi serves as the Chair of the Committee.
	Purpose	<ul style="list-style-type: none"> The Meeting considers matters concerning the management strategy of our group and important management issues. The Meeting also conducts preliminary deliberations on important matters mainly related to business execution, prior to resolutions by the Board of Directors, from the viewpoint of legality, objectivity and rationality.
	Structure	<ul style="list-style-type: none"> This Meeting is composed of Executive Directors who are below the Representative Director, President and CEO, and the Standing Audit & Supervisory Board Members, as well as the Corporate Officers who are appointed by the Chair, and the employees of the Company as well as the Directors and employees of our domestic and overseas group companies who are responsible for execution.
	Frequency	<ul style="list-style-type: none"> In principle, the Meeting is held twice a month (early and later in the month).

Name	Outline	
Corporate Ethics and Risk Management Committee	Members	<ul style="list-style-type: none"> 11 members (Chair and standing committee members) (in addition, 7 non-standing committee members) (Note: including the employees of the Company as well as the Directors and employees of our domestic and overseas group companies) Representative Director, Vice President and Executive Officer and CFO in charge of Group Management, Mr. Akira Miyagi serves as the Chair of the Committee.
	Purpose	<ul style="list-style-type: none"> The Committee identifies risks related to the overall management of our group, and build and strengthen our risk management system. This Committee prescribes the “Risk Management Basic Rules” subject to the approval of the Board of Directors. The Committee clarifies the responsibilities by risk category pursuant to these rules, and formulates a risk management system that thoroughly and/or comprehensively controls potential risk within our group. This Committee promotes risk-mitigation initiatives, identifies risks, monitors the implementation of countermeasures, and reports the operation status of our risk management system to the Board of Directors on a quarterly basis.
	Structure	<ul style="list-style-type: none"> This Committee is composed of Representative Director, President and CEO, who serves as the administrative manager, the Executive Directors, and the Corporate Officers who are appointed by the Chair, and the employees of the Company, as well as the Directors and employees of our domestic and overseas group companies.
	Frequency	<ul style="list-style-type: none"> In principle, the Committee holds quarterly meetings, while extraordinary meetings are convened whenever necessary.

Name	Outline	
Sustainability Committee	Members	<ul style="list-style-type: none"> 6 members (Note: including the Directors of our group companies) Representative Director, President and CEO (administrative manager), Mr. Masaaki Yajima concurrently serves as the Chair of the Committee.
	Purpose	<ul style="list-style-type: none"> In order to accelerate our initiatives to achieve balancing “to resolve social issues” and “sustainable growth” through our business, this Committee formulates specific measures, monitors progress, and evaluates the status of achievement based on our basic policy on sustainability issues including climate change, global environmental issues and human rights issues. The Board of Directors monitors the allocation of management resources and the implementation of strategies related to the business portfolios to ensure that the initiatives of the Sustainable Committee contribute to sustainable growth.
	Structure	<ul style="list-style-type: none"> This Committee is composed of the Representative Director, President and CEO, who serves as the administrative manager, the Executive Directors, the Corporate Officers who are appointed by the Chair, and Directors of our group companies.
	Frequency	<ul style="list-style-type: none"> The Committee broadly categorizes issues surrounding sustainability, and holds quarterly meetings, in principle, while extraordinary meetings are convened whenever necessary.

The members and chairpersons of the Board of Directors, the Audit & Supervisory Board and the committees established on a voluntary basis are as follows. While the members of the Group Management Meeting, the Corporate Ethics and Risk Management Committee and the Sustainability Committee include the employees of the Company as well as the Directors and employees of our domestic and overseas group companies, only the Directors, Audit & Supervisory Board Members and Corporate Officers are shown below (as of June 28, 2023).

Title	Name	Board of Directors' Meeting	Audit & Supervisory Board Meeting	Nomination of Directors Advisory Committee	Remuneration of Directors Advisory Committee	Independent External Auditors & Directors Meeting	Group Management Meeting	Corporate Ethics and Risk Management Committee	Sustainability Committee
Representative Director, President and CEO	Masaaki Yajima	◎		○			○	☆	☆◎
Representative Director, Vice President and Executive Officer	Akira Miyagi	○		○	○	◎	◎	◎	○
External Director	Shigeru Saito	○		○	○	○			△
External Director	Tsunehiko Iwai	○		◎	◎	○			△
External Director	Chizuru Yamauchi	○		○	○	○			△
External Director	Hisae Sato	○				○			△
External Director	Koji Nitto	○				○			△
Standing Audit & Supervisory Board Member	Shinichi Kitagawa	□	◎			○	○	△	△
Standing Audit & Supervisory Board Member	Katsuhiro Okamoto	□	○			○	○	△	△
External Audit & Supervisory Board Member	Mitsuhiro Hamamoto	□	○			○			△
External Audit & Supervisory Board Member	Hitoshi Suzuki	□	○	△	△	○			△
External Audit & Supervisory Board Member	Motoko Tanaka	□	○			○			△
Corporate Officer	Katsuya Hirooka	△				○	○	○	○
Corporate Officer	Atsuko Shinoduka	△					○	○	○
Corporate Officer	Shinsuke Fukazawa	△			○	△	○	○	
Corporate Officer	Takuya Yoshitomi						●	●	
Corporate Officer	Teruo Fukumoto						○	○	

(Note) The name in the family register of Corporate Officer Ms. Atsuko Shinoduka is Ms. Atsuko Yoshimura.

(☆: supervisor, ◎ chair or chairperson, ○ member, □ Attendee, △ observer, ● non-standing member)