

## Performance Indicators Related to Corporate Governance

Corporate Governance Indicators				
KPI	UM	FY2019	FY2020	FY2021
<b>Structure of the Board of Directors</b>				
Number of directors	( people )	13	13	13
Number of employee representatives on the Board of Directors	( people )	0	0	0
Classified Board system	-	one-tier system	one-tier system	one-tier system
Number of auditors	( people )	0	0	0
Corporate officer system	-	Applicable	Applicable	Applicable
Number of directors also corporate officers	( people )	0	0	0
Ratio of directors also corporate officers	( % )	0	0	0
<b>Independency of the Board of Directors</b>				
Number of outside directors	( people )	7	6	6
Ratio of outside directors	( % )	53.85	46.15	46.15
Number of independent directors	( people )	7	5	5
Ratio of independent directors	( % )	53.85	38.46	38.46
CEO duality	-	N/A	N/A	N/A
Independent chairperson	-	N/A	Applicable	Applicable
Independent lead director	-	Applicable	Applicable	Applicable
Presiding director	-	N/A	N/A	N/A
Former CEO or director with the same qualifications	-	N/A	N/A	N/A
<b>Diversity of the Board of Directors</b>				
Number of female directors	( people )	1	2	2
Ratio of female directors	( % )	7.69	15.38	15.38
Female CEO (or person with equal qualifications)	-	N/A	N/A	N/A
Female chairpersons (or person with equal qualifications)	-	N/A	N/A	N/A
Number of executives, management executives, corporate officers	( people )	51	48	58
Internally promoted CEOs (or person with equal qualifications)	-	Applicable	Applicable	Applicable
Number of outside executives	( people )	7	6	6
Number of female executives	( people )	4	4	4
Ratio of female executives	( % )	7.84	8.33	6.9
Age of youngest director	( age )	50	51	53
Age of oldest director	( age )	77	74	75
Range of ages of directors	( age )	27	23	22
Average age of directors	( age )	61.31	61.23	63.15
Upper age limit for directors	-	N/A	N/A	N/A
Term of office of directors (years)	( years )	1	1	1
Term of office of executive directors	( years )	1	1	1
<b>Board of Directors</b>				
Number of meetings	( times )	21	14	18
Attendance ratio of meetings	( % )	98.9	98.9	100
Attendance ratio of independent directors	( % )	98.41	97.92	100
Directors with a Board of Directors attendance rate of less than 75%	( people )	0	0	0
<b>Nominating Committee</b>				
Number of members	( people )	6	5	6
Number of independent directors	( people )	5	3	3
Ratio of independent directors	( % )	83.33	60	50
Independent chairperson	-	Applicable	Applicable	Applicable
Number of outside directors	( people )	5	3	4
Number of meetings	( times )	8	8	9
Attendance ratio of meetings	( % )	100	97.92	100
<b>Audit Committee</b>				
Number of members	( people )	5	6	5
Number of independent directors	( people )	4	4	4
Ratio of independent directors	( % )	80	66.67	80
Independent chairperson	-	Applicable	Applicable	Applicable
Number of outside directors	( people )	4	5	4
Number of meeting	( times )	16	16	21
Attendance ratio of meetings	( % )	100	97.37	100
<b>Compensation Committee</b>				
Number of members	( people )	3	4	4
Number of independent directors	( people )	3	4	4
Ratio of independent directors	( % )	100	100	100
Independent chairperson	-	Applicable	Applicable	Applicable
Number of outside directors	( people )	3	4	4
Number of meeting	( times )	6	5	10
Attendance ratio of meetings	( % )	100	100	100
Outside compensation advisor nominations	-	N/A	N/A	N/A
<b>Board of Directors/Executive Board Activities</b>				
CSR/Sustainability Committee	-	Applicable	Applicable	Applicable
CSR Outside Directors	-	N/A	N/A	N/A
Executive Director (in charge of CSR)	-	Applicable	Applicable	Applicable
ESG-related executive compensation	-	Applicable	Applicable	Applicable
ESG-related director compensation	-	N/A	N/A	N/A
<b>Stockholder's Rights</b>				
Poison pill provision	-	N/A	N/A	N/A
Poison pill plan stockholder approval	-	N/A	N/A	N/A
Poison pill TIDE provision	-	N/A	N/A	N/A
Poison pill sunset provision	-	N/A	N/A	N/A
Blank check preferred stock authorization	-	N/A	N/A	N/A
Dual class unequal voting rights	-	N/A	N/A	N/A
<b>Compensation</b>				
<b>Directors</b>				
Number of people paid	( people )	9	9	9
Total amount of compensation	( mil. yen )	98	94	98
<b>Executive officers</b>				
Number of people paid	( people )	16	14	17
Total amount of compensation	( mil. yen )	336	395	384

\* When disclosing corporate ESG information, items for which there have been many requests for disclosure from assessment institutions are selected

\* Information on the number and age of directors is valid as of June 25, 2020, June 29, 2021 and June 28, 2022

\*The Company has six outside directors, Mr. Kobayashi, Mr. Kunii, Mr. Takaura, Mr. Oyagi, Mr. Onishi, and Mr. Shinkawa, and has filed five of them, excluding Mr. Shinkawa, as independent directors as defined by Tokyo Stock Exchange, Inc. Although Director Niikawa has not been reported as an independent director, he satisfies the independence criteria stipulated by Tokyo Stock Exchange, Inc. and the "Criteria for Independence of Outside Directors" established by the Company.