


Corporate Governance



Basic Philosophy

The Sanki Engineering Group views corporate governance as the framework and initiatives necessary for achieving sustainable growth and increasing corporate value over the medium to long term. This involves strengthening the functions of the Board of Directors with a system for supervising the CEO and ensuring transparent, fair, timely, and decisive decision-making while maintaining a robust dialogue with shareholders. We have also formulated the Sanki Engineering Corporate Governance Guidelines to clarify the Group's basic approach and policies, and we are committed to further enhancing these guidelines.

 Sanki Engineering Corporate Governance Guidelines
<https://www.sanki.co.jp/en/corporate/governance/guideline.html>

Corporate Governance System

Institutional Design

We adopted a Company with Board of Company Auditors system with dedicated, full-time auditors as our form of corporate governance. Under this structure, the auditors and the Board of Company Auditors exercise oversight over the execution of duties by directors, the accounting auditors auditing the financial statements and other documents as well as the Board of Directors responsible for making decisions on material issues. Furthermore, we have employed an executive officer system to clearly divide the roles of management and execution, improve flexibility in executing business affairs, speed up the decision-making process, and strengthen supervisory functions.

Status of Directors and Officers (as of June 21, 2024)

	Number of Persons
Chairperson of the Board of Directors	External director
Directors (women)	12 (1)
External directors (independent directors)	5 (5)
Executive officers (women)	38 (0)
Those also serving as directors	5
Auditors (women)	5 (0)
External auditors (independent auditors)	3 (3)

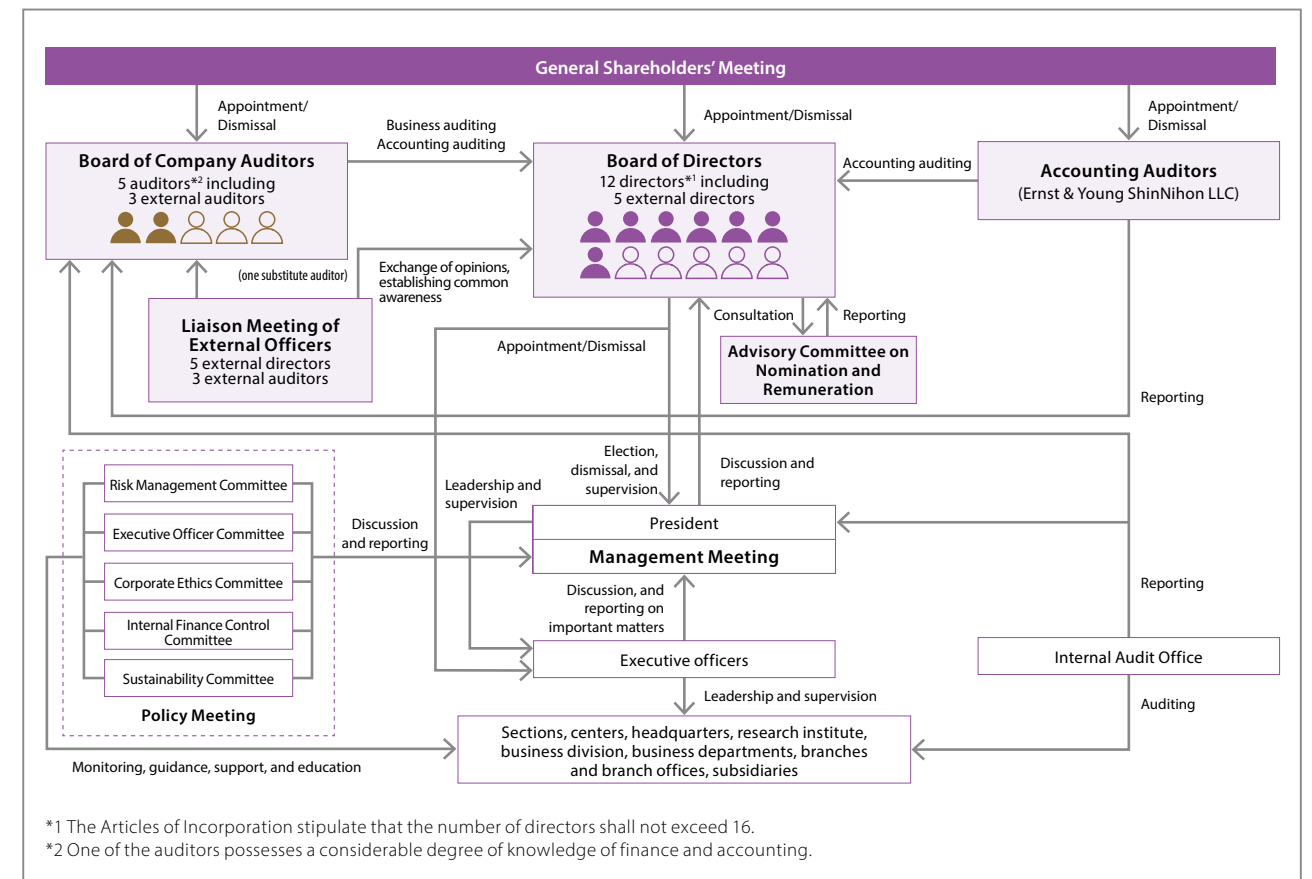
Frequency of Major Meetings (FY2023)

Meeting	Frequency	Average Attendance of External Officers
Board of Directors	13	100%
Board of Company Auditors	9	100%
Advisory Committee on Nomination and Remuneration	3	100%
Management Meeting	28	100%*

 Corporate Governance Report (in Japanese)
<https://www.sanki.co.jp/corporate/governance/report.html>

*Attended only by the chair of the Board of Directors (full-time external).

Corporate Governance System (as of June 21, 2024)



Board of Directors

The board consists of directors and is currently chaired by an external director. It meets at least once a month to decide on important matters and supervise the status of execution of business affairs.

Board of Company Auditors

The board consists of auditors, by and from whom a chairperson is selected. In principle, it meets at least eight times a year to monitor the status of governance and audits the execution of duties by directors as an independent body entrusted by shareholders. Members attend board and other important meetings, review the status of operations and assets, and maintain close contact with the accounting auditors, Internal Audit Office, and Accounting Division. A supplementary external auditor has been appointed to fill any future external auditor vacancies.

Internal Audit Office

The department conducts internal audits of the execution of operations by business execution departments in accordance with the Auditing Plan for that fiscal year. It verifies the internal management system including its appropriateness and efficiency. As necessary, it exchanges opinions with the Accounting Division and makes proposals concerning improvements or the correction of a problem. The department also reports the results of its audits to the president and auditors.

Advisory Committee on Nomination and Remuneration

The committee is chaired by an external director and consists solely of external directors. It meets as needed to deliberate on the nomination of candidates for directors and the system of remuneration.

Management Meeting

The meeting consists of directors and executive officers nominated by the president and, in principle, meets twice a month. As a decision-making body for fundamental and key matters related to the execution of business affairs, the meeting deliberates and makes decisions from the standpoint of overall management.

Risk Management Committee

The committee consists of members of the Management Meeting and chairpersons of subcommittees, appointed by the executive officer in charge of risk management, and the head of the Internal Audit Office, and is currently chaired by the president. The committee meets four times a year and oversees risk management for the entire Group.

Executive Officer Committee

Consisting of executive officers and presidents of the Group companies, the committee meets at least four times a year to communicate the policies expressed by the president and executive officers responsible for departments, report on the status of business execution by each executive officer and Group company president, and discuss initiatives for achieving the medium-term management plan.

Corporate Ethics Committee

The committee consists of the chairperson, president, and executive officers, and is chaired by the president. The executive officers responsible for corporate ethics and nominated by the president oversee all matters related to corporate ethics. The committee meets twice a year to deliberate on implementation plans for the pervasion and observance of the Code of Conduct and Action Guidelines.

Internal Finance Control Committee

The committee consists of the chairperson, president, and executive officers. It is chaired by the president and meets four times a year, assuming a central role in Group-wide control, including deliberation and decision-making concerning important matters regarding internal controls for financial reporting.

Sustainability Committee

The committee, consisting of the president and representative director and the directors, decides on key issues and measures related to sustainable management.

Disclosure Based on Principles of the Corporate Governance Code

We disclose information in accordance with each principle of the Corporate Governance Code, as follows.

Principle Requiring Disclosure of Certain Matters (Tokyo Stock Exchange)

Principle		Guideline*1	Report*2
Principle 1-4	Policies on cross-shareholdings and concrete standards for exercising voting rights	Article 10	P. 23
Principle 1-7	Procedures for preventing conflicts of interest with regard to transactions between related parties	Article 9 Article 18	P. 23
Supplementary Principle 2-4.1	Current status and targets for ensuring diversity with regard to assignments and other treatment of core personnel	Article 14	PP. 24–25
Principle 2-6	Details of efforts in terms of personnel and management to fulfill functions as the owner of corporate pension assets, and management of conflicts of interest	Article 16	P. 25
Principle 3-1	(i) The Company's aspirations (business principles), business strategies, and business plans	Article 32	PP. 26–27
	(ii) Basic views and guidelines on corporate governance	Article 2	PP. 1, 26–27
	(iii) Policies and procedures for determining the remuneration for executive managers and directors	Article 31	PP. 7–10, 26–27
	(iv) Policies and procedures for selecting or dismissing executive managers, and nominating directors and candidates for auditors	Article 18 Article 21 Article 24	PP. 9–10, 26–28
	(v) Reasons for selecting or dismissing individual executive managers, and reasons for nominating individual directors and auditors	Article 23	PP. 3–5, 6–7, 26–28
Supplementary Principle 3-1.3	Initiatives on the sustainability of the Company	Article 13	PP. 29–35
Supplementary Principle 4-1.1	Overview of the scope of matters delegated to management	Article 18	PP. 9–10, 35
Principle 4-9	Independence standards for external officers	(Appendix) Independence standards for external officers	PP. 35–36
Supplementary Principle 4-10.1	Basic policy on the independent composition of committees for nomination and remuneration, their authority and roles, and other related matters	Article 24	PP. 5, 8–9, 36
Supplementary Principle 4-11.1	Basic policy on balancing the overall knowledge represented by the Board of Directors, diversity, and scope, and policies and procedures for combining and selecting the skills and other qualities of directors	Article 19	P. 37
Supplementary Principle 4-11-2	Current status of concurrent positions held at other listed companies by directors and auditors	Article 26	PP. 3–5, 6–7, 38
Supplementary Principle 4-11-3	Overview of analysis and evaluation results of the board's effectiveness	Article 29	PP. 38–40
Supplementary Principle 4-14-2	Training policy for directors and auditors	Article 30	P. 40
Principle 5-1	Policies on systems and initiatives for promoting constructive dialogue with shareholders	Article 32	PP. 11, 40–41
Principle 5-2	Explanation that articulates the earnings plans and capital policies related to business strategies and business plans	Article 32	P. 41

Appointment of Directors and Independence of External Officers

We identified the skills we expect members of the Board of Directors to demonstrate in light of the management strategy, and the Board of Directors is composed of diverse members to ensure that all these skills are covered. At least one-third of the members are independent external directors.

The Advisory Committee on Nomination and Remuneration considers candidates for directors and submits the results to the Board of Directors for deliberation, while the nomination of candidates for auditors is deliberated by the Board of Directors after obtaining the prior consent of the Board of Company Auditors. Appointments are finalized by a resolution at the general shareholders' meeting. We have established standards on the independence of external officers to raise the objectivity of their oversight of management.

*1 Company's Corporate Governance Guidelines


*2 Company's Corporate Governance Report (June 25, 2024)

 **Sanki Engineering Corporate Governance Guidelines**
<https://www.sanki.co.jp/en/corporate/governance/guideline.html>



 **Corporate Governance Report (in Japanese)**
<https://www.sanki.co.jp/corporate/governance/report.html>



 **Independence Standards for External Officers (Appendix to the Sanki Engineering Corporate Governance Guidelines)**
<https://www.sanki.co.jp/en/corporate/governance/guideline.html>

Skills, Careers, and Expertise of Directors and Auditors (Skills Matrix)

Name	Position	Corporate Management, Business Strategy	Engineering	Design, R&D	Sales, Marketing	International Business	Accounting, Finance	Risk Management, Corporate Governance, Legal Affairs	Sustainability	IT, DX	Labor, Human Resource Development
Tsutomu Hasegawa	Representative Director and Chairman	●	●	●	●	●		●			
Hirokazu Ishida	Representative Director and President	●	●	●	●				●		●
Eiji Mitsuishi	Director	●	●		●			●	●		
Masayuki Kudo	Director	●	●			●		●	●	●	
Kazuaki Iijima	Director	●	●	●					●	●	
Junichi Shimbo	Director		●	●	●	●					
Yoshio Kawabe	Director, Chief Financial Officer	●					●	●	●		●
Yukiteru Yamamoto	External Director, Chair of the Board of Directors	●					●				●
Kazuhiro Kashikura	External Director, Chair of the Advisory Committee on Nomination and Remuneration	●			●		●				
Keiji Kono	External Director	●				●	●			●	
Akihiko Matsuda	External Director	●	●		●						
Tamami Umeda	External Director					●		●	●		
Kunihiko Tachi	Full-time Auditor, Chair of the Board of Company Auditors						●	●			
Tsunemitsu Yamanaka	Full-time Auditor		●					●			
Shozo Fujita	External Auditor	●						●	●		
Yutaka Atomi	External Auditor	●						●	●		
Toshiaki Egashira	External Auditor	●					●	●			

External Officers' Terms in Office and Reasons for Selection

Position	Name	Independent Officer	Years Served	Reasons for Selection
External Director	Yukiteru Yamamoto	●	10	Mr. Yukiteru Yamamoto has served in positions including representative director and president of Mitsui Life Insurance Company Limited (currently Taiju Life Insurance Company Limited) and executive member of the Policy Board of the Japan Business Federation. He thus possesses abundant experience and insight regarding corporate management. The Company selected Mr. Yamamoto as an external director for his experience and insight developed through this background.
	Kazuhiro Kashikura	●	6	Mr. Kazuhiro Kashikura has served as an executive officer of Sumitomo Mitsui Banking Corporation and has managed several of its group companies as a top executive. He thus possesses abundant experience and insight regarding corporate management. The Company selected Mr. Kashikura as an external director for his experience and insight developed through this background.
	Keiji Kono	●	3	Mr. Keiji Kono, as a financial specialist, has held managerial positions in major departments of the Bank of Japan. He has also served as an executive officer at Chugai Pharmaceutical Co., Ltd., where he managed the IT management department as the head of the division and promoted social contribution activities overseas. He thus possesses abundant experience and insight in those fields. The Company selected Mr. Kono as an external director for his experience and insight developed through this background.
	Akihiko Matsuda	●	3	Mr. Akihiko Matsuda has served as an executive officer of Tokyo Gas Co., Ltd. and has managed several of its group companies as a top executive. He thus possesses abundant experience and insight across all aspects of energy-related businesses. The Company selected Mr. Matsuda as an external director for his experience and insight developed through this background.
	Tamami Umeda	●	2	Ms. Tamami Umeda has held positions such as director-general counsellor, Ministry of Health, Labour and Welfare, and director-general, Environmental Health Department, Ministry of the Environment, and she thus has abundant experience and insight regarding domestic and international public health administration and hygiene and organizational management. The Company selected Ms. Umeda as an external director for her experience and insight developed through this background.
External Auditors	Shozo Fujita	●	6	Mr. Shozo Fujita has served as a public prosecutor and attorney-at-law, as representative director and president of the Resolution and Collection Corporation, and as a director who serves as an audit and supervisory board member at other companies. He thus possesses abundant experience and insight. The Company selected Mr. Fujita as an external auditor for his experience and insight developed through his background to audit the Company.
	Yutaka Atomi	●	5	Mr. Yutaka Atomi has long been engaged in education and research at universities, serving in positions including president of Kyorin University. He thus possesses deep insight and abundant experience regarding university management. The Company selected Mr. Atomi as an external auditor for his experience and insight developed through his background to audit the Company.
	Toshiaki Egashira	●	5	Mr. Toshiaki Egashira has served in positions including representative director and president of Mitsui Sumitomo Insurance Company, Limited. He thus possesses abundant administrative experience and wide-ranging knowledge regarding corporate management. The Company selected Mr. Egashira as an external auditor for his experience and insight developed through his background to audit the Company.

Assessing the Effectiveness of the Board of Directors

Once a year, the Board of Directors is given the opportunity to verify its process for deliberating proposals and identifying areas for improvement, to analyze and evaluate the effectiveness of the Board of Directors as a whole and to use the results for improvements. In principle, this is done through a questionnaire, while once every three years we conduct interviews with individual officers instead of a questionnaire. In fiscal 2023, an assessment was conducted in the form of an anonymous questionnaire, and a third-party evaluation confirmed that the effectiveness of the Board of Directors was being ensured.

Major Initiatives in FY2023 (Addressing Issues Identified in FY2022)

Enhancement of training for directors and auditors	•Offered study sessions with outside experts, in addition to external seminars and visits to construction sites
Discussions on digital reform	•Held discussions on the DX vision, along with the milestones and strategies for achieving the vision, and formulated the SANKI DX Vision
Discussions on management with due consideration of capital costs and share price	•Analyzed and assessed the current situation by grasping the cost of capital and return on capital •Exchanged views on issues such as business portfolio analysis, reduction of cross-shareholdings, and active growth investment

Overview of Effectiveness Assessment for FY2023

Content	<p>1. Third-party analysis and evaluation conducted through individual questionnaires</p> <ul style="list-style-type: none">• Questionnaires (unsigned) were sent to all directors and auditors and were collected, analyzed, and evaluated by a third party• Evaluation items and implementation method <p>(1) Presented 20 questions on the five topics of Composition, Roles and Responsibilities, Monitoring, Operation, and Access to Information and Support Systems.</p> <p>(2) All directors and auditors were asked to respond to each question on a 4-point scale and express their views in a comment field. In addition, with regard to the question about access to information and support systems, external officers were asked to freely comment on the kind of support they expected for external officers.</p> <p>2. Discussion by the Board of Directors</p> <ul style="list-style-type: none">• Results of individual questionnaires and third-party evaluation were reported at the Board of Directors meeting• Held discussions on identified issues and future initiatives
Future initiatives	<p>1. Stimulate further discussion, address medium- to long-term management strategies and challenges</p> <ul style="list-style-type: none">• Devise means for improving the management of Board of Directors meetings, such as more effectively using advance briefings and providing explanations of agenda items emphasizing key points• Provide a separate opportunity for discussing important topics in depth without time limits <p>2. Strengthen support system for external officers</p> <ul style="list-style-type: none">• Provide support for obtaining relevant information• Provide support for deepening understanding of the Company's business <p>3. Discussions by the Board of Directors</p> <ul style="list-style-type: none">• Discussed medium- to long-term management strategies• Topics to be discussed <p>(1) Growth strategy and enhancement of corporate value (3) Consideration of portfolio based on capital efficiency</p> <p>(2) Human capital management, including securing human resources and fostering successors (4) DX strategy</p>

Training for Directors and Auditors

We conduct periodic training as part of our efforts to deepen knowledge and enhance the effectiveness of our officers. In addition to external seminars and visits to construction sites implemented in the past, in fiscal 2023 we also invited outside experts for a study session on effectively engaging with investors, focusing on the role of the Board of Directors.

Officer Remuneration

Sanki Engineering has established the Advisory Committee on Nomination and Remuneration under the Board of Directors, to nominate candidates for directors and to deliberate on remuneration. We revised the committee's structure in fiscal 2020 to consist only of external directors, to improve transparency and neutrality.

The remuneration for directors comprises, within the limits adopted by our general shareholders' meeting, of fixed remuneration, bonus, and restricted stock compensation. We abolished the stock compensation-type stock option system and introduced a restricted stock compensation system in fiscal 2022.

Each fiscal year, we decide on amounts, with due consideration for balancing each



Site visit by external officers

of the elements, in order to raise the level of motivation for maximizing corporate value in tandem with the long-term interests of shareholders.

Elements and Procedures for Remuneration for Directors and Auditors (as of June 25, 2024)

Category	Fixed Remuneration	Bonus	Restricted Stock Compensation	Procedure
Directors (excluding external directors)	○	○*1	○	Determined by the Board of Directors following deliberation by the Advisory Committee on Nomination and Remuneration
External directors	○	—	○	
Auditors (excluding external auditors)	○	—	○	Determined through consultation among auditors
External auditors	○	—	○	

Remuneration for Directors and Auditors*2 in FY2023

Category	Persons Receiving Payment	Total Payment (Millions of Yen)
Directors (external directors)	12 (5)	583 (92)
Auditors (external auditors)	5 (3)	99 (36)

Internal Controls

Basic Policy and Systems for Internal Controls

Under its Basic Policy on Internal Control System, Sanki Engineering is developing and operating a system to ensure the legality, soundness, and transparency of its operational execution. Moreover, we have established a whistleblowing system that comprises contact points for corporate ethics in general, dedicated contact points for reporting violations of the Anti-Monopoly Act, and a system for reporting to the fulltime auditor as efforts to stringently enforce compliance.

The Board of Directors makes decisions on matters stipulated in laws, regulations, and the Articles of Incorporation as well as on matters related to the execution of operations while also supervising to ensure the proper execution of operations. The Management Meeting is held to ensure the effective execution of duties in accordance with the rules for discussion and reporting. Moreover, for the free exchange of opinions, the Liaison Meeting of External Officers is convened to exchange necessary information and share awareness of such information.

To ensure effective auditing, the auditors attend important meetings, offer their opinions as necessary, receive reports from accounting auditors and the Internal Audit Office, instruct that this office investigate and report on its findings if needed, and discuss matters as required.

In addition, the full-time auditor serves as the auditor of Group companies and seeks to ascertain the status of internal controls across the Group by regularly exchanging opinions with the Internal Audit Office and Group company presidents, receiving reports from the accounting auditors, and exchanging information.

Ensuring the Reliability of Financial Reporting

The Internal Finance Control Committee meets four times a year to conduct our financial reporting in accordance with the internal control framework stipulated by the Financial Instruments Exchange Act of Japan. Moreover, we promote the establishment and appropriate operation of an internal control system to safeguard the reliability of our financial reporting by having the committee deliberate on the assessment and response with respect to the accounting risks within each department and Group company. A report is produced in adherence with the internal control reporting system to ensure that internal controls related to financial reporting are being exercised effectively. In the report for fiscal 2023, accounting auditors expressed their opinion that our financial reports were presented in an appropriate manner in terms of all material aspects.

Composition of the Advisory Committee on Nomination and Remuneration

- **Committee (report):** all external directors
- **Individuals who provide explanations:**
 - President
 - Directors appointed by the president and committee members as necessary
- **Meetings held in FY2023:** 3

Composition of Officer Remuneration

- **Fixed remuneration:** paid according to rank and scope of responsibilities
- **Bonus: portion linked to performance during the period**
- **Restricted stock compensation:** granted according to rank as a long-term incentive

*1 Excluding non-operational executive officers.

*2 The number of officers covered includes one director who retired at the conclusion of the 99th Annual General Meeting of Shareholders on June 23, 2023.

Executives of the Sanki Engineering Group (as of June 21, 2024)

Directors



Tsutomu Hasegawa
Representative Director and Chairman

Joined the Company in 1975. He has many years of experience in the division management of the Facilities Construction Business and Sales Administration Division. He assumed the post of representative director and president in 2015 and has served as representative director and chairman since 2020.



Hirokazu Ishida
Representative Director and President

Joined the Company in 1983. He engaged in the Facilities Construction Business for many years. In 2018, he served in the key post of general manager of the Management Planning Office. He was appointed representative director and president in 2020 and has devoted his efforts to strengthen the management foundation and promote the "Century 2025" long-term vision.



Eiji Mitsuishi
Director

Joined the Company in 1972. He has many years of experience in operation and division management of the Facilities Construction Business. He served as general manager of the Mechanical & Electrical Contracting Headquarters from 2017, and he has devoted his efforts to strengthen the management foundation and promote health and safety activities as vice president since 2024.



Masayuki Kudo
Director

Joined the Company in 1985. He gained abundant experience as an engineer in the Facilities Construction Business, including many overseas assignments. He was appointed general manager of the Facility Systems Division in 2014 and general manager of the Sustainability Promotion Division in 2022. Was appointed general manager of the Corporate Division in 2024 and has contributed to improving the effectiveness of corporate governance.



Kazuaki Iijima
Director

Joined the Company in 1984. Engaged in research and development and in energy conservation-related businesses. Appointed general manager of the Technology Research Institute in 2016 and General Manager of the R&D Center in 2018. He has served as general manager of the Plants & Machinery Systems Headquarters since 2021, contributing to the development of the machinery systems business and environmental systems business.



Junichi Shimbo
Director

Joined the Company in 1988. He gained abundant experience as an engineer in the Facilities Construction Business, including many overseas assignments. Since 2024, he has served as general manager of the Mechanical & Electrical Contracting Headquarters and has focused on work-style reform at construction sites.



Chief Financial Officer

Yoshio Kawabe
Director

Joined the Company in 1984. He engaged in accounting and finance-related operations and the promotion of internal control. He currently serves as general manager of the Accounting Division. Since 2020, he has concurrently served as chief financial officer and has focused his efforts on capital and financial policies.

Independent External Director

Directors



Chair of the Board of Directors

Yukiteru Yamamoto
External Director

Served in positions including representative director and president of Mitsui Life Insurance Company Limited (currently Taiju Life Insurance Company Limited) and executive member of the Policy Board of the Japan Business Federation. He was appointed external director of the Company in June 2014 and has also chaired the Board of Directors since 2020.



Chair of the Advisory Committee on Nomination and Remuneration

Kazuhiko Kashikura
External Director

Served as an executive officer of Sumitomo Mitsui Banking Corporation and as chief executive of its group companies. Since 2018, he has been an external director of the Company.



Keiji Kono
External Director

Held managerial positions in major departments of the Bank of Japan. He also served as an executive officer at Chugai Pharmaceutical Co., Ltd., heading the IT Supervisory Division and promoting social contribution activities. Since 2021, he has been an external director of the Company.



Akihiko Matsuda
External Director

Served as an executive officer and advisor of Tokyo Gas Co., Ltd. and managed several of its group companies as a top executive. Since 2021, he has been an external director of the Company.



Tamami Umeda
External Director

Served in positions such as director-general counsellor for medical policy and mental health care, Ministry of Health, Labour and Welfare, and director-general of the Environmental Health Department, Ministry of the Environment, and accepted the post of visiting researcher at the National Center for Global Health and Medicine in 2021. Since 2022, she has been an external director of the Company.

Auditors



Chair of the Board of Company Auditors

Kunihiko Tachi
Full-time Auditor

Joined the Company in 1983. Spent many years in the accounting and financial divisions. Served as general manager of the Internal Audit Department, CSR Promotion Division since 2013, focusing on legal compliance and other areas. Since 2022, he has been a full-time auditor.



Tsunemitsu Yamanaka
Full-time Auditor

Joined the Company in 1982. Spent many years in the technology and sales sections of the Facilities Construction Business. Has served in positions that include head of the technical administration division. He was appointed full-time auditor in 2024.



Independent External Director

Auditors



Shozo Fujita
External Auditor

Became a prosecutor in 1976 and registered as a lawyer in 2011. He served in positions including representative director and president of The Resolution and Collection Corporation and as a director serving as audit and supervisory committee member of other companies. Since 2018, he has been an external auditor of the Company.



Yutaka Atomi
External Auditor

Long involved in education and research at a university, he served as dean of the faculty of medicine at Kyorin University and later president, and is currently its honorary president. Since 2019, he has served as an external auditor of the Company.



Toshiaki Egashira
External Auditor

Has served in positions including president and chief executive officer of Mitsui Sumitomo Insurance Company, Limited, and is currently its honorary advisor. Since 2019, he has been an external auditor of the Company.

Members of Each Meeting (FY2024) and Attendance (FY2023)

Name			Board of Directors		Advisory Committee on Nomination and Remuneration		Board of Company Auditors	
			Chairperson	Attendance/No. of meetings	Chairperson	Attendance/No. of meetings	Chairperson	Attendance/No. of meetings
Directors	Tsutomu Hasegawa			13/13		—		—
	Hirokazu Ishida			13/13		—		—
	Eiji Mitsuishi			13/13		—		—
	Masayuki Kudo			13/13		—		—
	Kazuaki Iijima			13/13		—		—
	Junichi Shimbo			—*1		—		—
	Yoshio Kawabe			13/13		—		—
	Yukiteru Yamamoto		●	13/13		3/3		—
	Kazuhiko Kashikura			13/13	●	3/3		—
	Keiji Kono			13/13		3/3		—
	Akihiko Matsuda			13/13		3/3		—
	Tamami Umeda			13/13		3/3		—
Auditors	Kunihiko Tachi			13/13		—	●	9/9
	Tsunemitsu Yamanaka			—*2		—		—*2
	Shozo Fujita			13/13		—		9/9
	Yutaka Atomi			13/13		—		9/9
	Toshiaki Egashira			13/13		—		9/9

*1 Appointed director of the Company in June 2024, and therefore no attendance in fiscal 2023.

*2 Appointed auditor of the Company in June 2024, and therefore no attendance in fiscal 2023.