

Corporate Governance

Philosophy

JSR Group's goal is to make steady progress in realizing its corporate mission (Materials Innovation: We create value through materials to enrich society, people and the environment). This shall be done through efficient and transparent business management, by sustaining sound and healthy business practices. The Group will also continuously strive to create new corporate value with the hope of becoming an attractive corporation that can earn the trust of and satisfy the interests of all our stakeholders. As a company with Audit & Supervisory Board members, JSR principally monitors and oversees the execution of duties by directors and the management through its Board of Directors and Audit & Supervisory Board. The Company continuously has strengthened the function of management supervision, improved efficiency in decision making and business duties execution, and enhanced the transparency and soundness of its business management to raise corporate value over the medium to long term. To that end, it has implemented measures, such as introduction of an officer system, appointment of outside directors and Audit & Supervisory Board members who are independent from the Company and have extensive business experience and expertise, establishment of the Remuneration Advisory Committee and the Nomination Advisory Committee each of which majority members are independent outside directors and the chair of which is an independent outside director respectively, and the introduction of performance-based remuneration for directors other than outside directors covering the short, medium and long term.

Shift toward Strengthening of Corporate Governance

We have been working to strengthen the management supervisory function and maintain the transparency and soundness of the Company, and to achieve prompt and efficient decision-making and business execution that will improve the Company's medium- to long-term corporate value. These efforts include appointing independent outside directors, establishing the Remuneration Advisory Committee and the Nomination Advisory Committee, and evaluating the effectiveness of the Board of Directors. We continue to strengthen governance, including implementation of the Malus Clawback clause in FY2021, under which all or part of incentive remuneration will be returned or seized in the event of certain circumstances, to ensure the soundness of the remuneration system for officers.

Governance Highlights

■ Performance-Linked Director Remuneration

Remuneration for directors consists of a basic remuneration, an annual bonus, performance-linked stock remuneration to be granted after the applicable period aimed at steadily implementing the Medium-Term Management Plan ending in FY2024 and business structure reform, and restricted shares. This composition is designed to facilitate improvement of corporate value as well as sharing of corporate value between directors and shareholders. For details, see page 47.



Please refer to the JSR Sustainability Site for more details.
https://www.jsr.co.jp/jsr_e/sustainability/governance/governance.shtml

■ Governance Framework Drawing on Outside Strengths

The three current Audit & Supervisory Board members include an attorney and a certified public accountant, both of whom are independent and possess advanced expertise and vast experience.

In addition, the Board of Directors includes outside directors in fields where JSR Group expects to grow.

Ratio of outside directors

44%

Ratio of outside Audit & Supervisory Board members

66%

■ Main Agenda Items of the Board of Directors

- Acquisition of Indivuserv business unit of Indivumed GmbH
- Acquisition of additional stocks of JSR Electronic Materials Korea Co., Ltd.
- Progress report of each business and medium- to long-term strategy review
- Confirmation of policy on cross-shareholdings based on Corporate Governance Code and divestment
- Report on sustainability management
- Cybersecurity report
- Enhancement of monitoring role of the Board of Directors

Governance Structure

Board of Directors

The Board of Director discusses and makes decisions on important business matters, including the direction of the Company's business strategy, and also supervises directors' and officers' execution of their business duties. In addition, all three Audit & Supervisory Board members including two independent outside Audit & Supervisory Board members regularly attend the Board of Directors meetings to state their opinions.

Going forward, based on the findings of the Nomination Advisory Committee, the Company will ensure the diversity of knowledge, experience, and abilities required for the Board of Directors in light of current business strategies, and seek to maintain the optimal Board composition within a 12 member limit.

Executive Committee

This Executive Committee is comprised of the CEO and President, and executive officers or general managers appointed by the CEO and President. It responds to important business execution with the aim of expediting decision making and improving the efficiency of operations with meetings held generally every week. The Executive Committee holds extensive discussions on items relating to fundamental management initiatives, management policies and management plans, along with important matters concerning the execution of business activities at each department. The committee thus gives direction or receives reports in relation to these issues.

Business Issues Committee

The Business Issues Committee generally holds monthly

meetings consisting of the CEO and President, and executive officers appointed by the CEO and President. It engages in broad-ranging debate on items related to fundamental management initiatives, management policies, basic policies behind specific projects, and changes to business strategies. It also shares information and issues to ensure a common understanding of such matters and discusses the Company's direction. Its findings are reflected in deliberations of the Board of Directors and the Executive Committee.

Officers Committee

This Officers Committee consists of the CEO and President and all officers and aims to ensure members' thorough understanding of business conditions and important business matters. The standing Audit & Supervisory Board

member is also present at committee meetings.

Audit & Supervisory Board and Audit & Supervisory Board Members

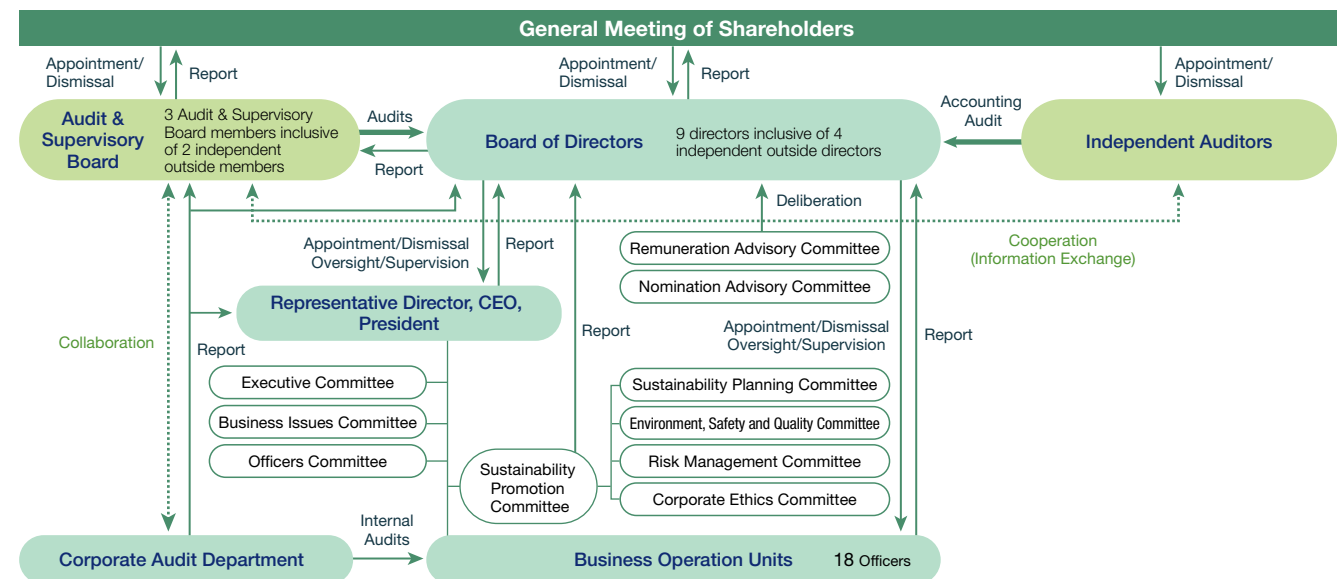
The Audit & Supervisory Board, consisting of three Audit & Supervisory Board members and holding meetings once monthly in principle as stipulated in the Regulations of the Audit & Supervisory Board, receives reports on important matters, holds discussions, and makes decisions.

Outline of Internal Audit, Audit by Audit & Supervisory Board Members, and Independent Auditors

(1) Audit by Audit & Supervisory Board Members

The details of audit by Audit & Supervisory Board members are stated as in the above Audit & Supervisory Board and

Corporate Governance Structure Diagram (As of June 16, 2023)



Audit & Supervisory Board members.

(2) Internal Audit

JSR has established the Corporate Audit Department to improve the effectiveness of JSR Group's internal control system. In accordance with the internal audit plan, the Corporate Audit Department regularly conducts internal audits such as compliance audits and business operation audits at its divisions and departments as well as its Group companies both in Japan and overseas and reports the audit results to the CEO, the President, related departments, and Audit & Supervisory Board members.

(3) Independent Auditors

The Audit & Supervisory Board members work closely with the independent auditors. The Audit & Supervisory Board members interview the independent auditors about the audit plan and receive reports on the audit results. Furthermore, the Audit & Supervisory Board members and independent auditors exchange information and opinions as necessary in the course of each fiscal year.

■ Sustainability Promotion Committee

Based on our corporate mission, in order to maintain good relationships with various stakeholders and to become a company that is trustworthy and indispensable, JSR Group has established the Sustainability Promotion Committee with the purpose of advancing sustainability activities that contribute to all stakeholders by creating value through corporate activities. The Company has set up the following four committees under the Sustainability Promotion Committee: the Sustainability Planning Committee, the Environment, Safety and Quality Committee, the Risk Management Committee, and the Corporate Ethics Committee.

Evaluation of the Effectiveness of the Company's Board of Directors

The Board of Directors of the Company has been conducting an evaluation in order to maximize corporate value of the Company by enhancing its effectiveness. The FY2022 effectiveness evaluation findings reached the conclusion that the JSR Board of Directors is functioning effectively. Effectiveness evaluations will continue to be performed moving forward.

■ Summary and Results of Board of Directors Effectiveness Evaluation for FY2022

Evaluation Process

The Board of Directors conducted a questionnaire and interview session targeting all nine directors (including four independent outside directors) as well as all three Audit & Supervisory Board members (including two independent outside auditors). The Board of Directors has evaluated and analyzed the results of the evaluation by setting up discussion sessions at the Board of Directors meetings several times to discuss the results of the questionnaire and interviews. In FY2022, the Board of Directors hired a third party with expertise in implementing the above evaluation process.

Conclusions

Through analysis, evaluation and discussions conducted, the Board of Directors has drawn the conclusion that the Board of Directors of the Company is functioning effectively.

Reasons for Evaluation

- The board has the right composition in terms of diversity (e.g., nationality, gender, etc.). In addition to providing high value-added advice, the Board of Directors conducts frank and active discussions aimed at improving the medium- to long-term corporate value.

- The Board of Directors fully fulfills its role and function as a meeting body which supervises the execution of operations from the perspective of various stakeholders and seeks improvement from management as necessary.
- The majority members of either the Remuneration Advisory Committee or the Nomination Advisory Committee are independent outside directors, while the chair of each is an independent outside director as well. They provide appropriate reports while maintaining independence and objectivity thereby strengthening the supervisory function of the Board of Directors.

Issues and Future Initiatives

It was pointed out in last year's effectiveness evaluation that it is necessary to consider a specific monitoring approach, the size and composition of the Board of Directors, as well as the directors' qualification and diversity in order to enhance the monitoring function of the Board. In response to this critique, at this year's Board of Directors' meeting, we discussed and organized the issues and approach for transitioning to a monitoring model and have obtained a consensus among the Board members regarding our vision for the Group's monitoring model.

(Our vision for the Board of Directors)

- To approve strategies and supervise their execution from a multi-stakeholder perspective (monitoring function) and provide advice that will maximize the corporate value (advisory function).
- To actively support the management that embodies Materials Innovation by focusing on the above defined functions and entrusting business divisions with execution through broadly delegating decision authority to execute important business decisions.

This year's Board of Directors effectiveness evaluation has pointed out the following issues regarding the realization of the our vision of a monitoring model. As such, we will continue to our efforts to address these issues.

Issues Noted

- While the current Board of Directors is functioning effectively, it is necessary to clarify the definition, detail and criteria of supervision and reaffirm the roles and responsibilities of supervision and

executive in order to transition to a monitoring model centered on supervisory function. As such, we must make efforts to achieve the optimal composition of the Board of Directors to strengthen the monitoring function.

- While important management issues are being discussed by the Board of Directors, it is necessary for the Board to appropriately grasp the business strategy and execution status after the business transfer of Elastomers in order to realize a more effective supervisory role. In order to focus on deliberations regarding medium- to long-term directions and strategies, it is necessary to further narrow down the agenda to important items, set specific target levels and goals, and conduct post-decision supervision based on the standards.
- The composition and roles of the Nomination Advisory Committee are appropriate. However, there are issues in terms of ensuring enough time and information for substantive discussion on successor training plan, and it is necessary to further enhance deliberations.
- The current system and function of auditing are working effectively. However, it is necessary to continue enhancing the systematic and integrated audit system for the Group on a global scale for the Board of Directors to adequately assess important risks as we expand our business globally.

Executive Compensation

In order to maintain the competitive advantages of JSR Group as a global company, the Company has established principles on remuneration for directors and Audit & Supervisory Board members which enable the Company to develop and recruit internationally competitive and diverse human resources capable of managing the businesses, and to provide short-, medium- and long-term incentives for its directors that are aligned with the benefit of its shareholders, and to encourage and motivate its management, while maintaining the transparency and accountability, to accomplish the management strategies and business strategies of the Company. The remuneration framework should:

- (1) Attract, secure, and reward diverse and excellent personnel regardless of nationality for the purpose of further enhancing and improving its competitive advantages and global management;
- (2) Encourage the management to demonstrate healthy entrepreneurial spirit by motivating them to achieve the objectives of business strategies aiming at continuous growth; and
- (3) Promote medium- to long-term improvement in corporate value by sharing the benefit between management and shareholders via the reinforcement of stock ownership during his/her term of office as director.

Remuneration Governance

■ Procedures for Determining Remuneration

In relation to remuneration for the directors, the Board of Directors deliberates and determines the policies of remuneration for directors, remuneration framework, and amount of remuneration for individual directors. In order to ensure independence and objectivity during deliberation and decision making processes at the Board of Directors mentioned previously and to enhance the monitoring

function and accountability of the Board of Directors, the Company established the Remuneration Advisory Committee as an advisory body for the Board of Directors.

■ Items for Deliberation and Reports by the Remuneration Advisory Committee

The Remuneration Advisory Committee, upon an inquiry from the Board of Directors, deliberates the remuneration of the eligible persons and related items as listed below and reports the result to the Board of Directors, or provides the Audit & Supervisory Board with advice.

- Persons eligible: Inside directors (including representative directors and executive directors), outside directors, Audit & Supervisory Board members, officers, executive advisors, senior advisors and other important employees
- Items for deliberation: Establishment of the remuneration policies, designing the remuneration framework, setting performance targets, reviewing rationale of

Remuneration Framework

	Remuneration Structure	Time of Payment or Granting	Summary of AGM Approval
Fixed Salary	Basic Remuneration	Monthly payment	The maximum amount for directors is JPY 60 million per month (inclusive of JPY 10 million per month for outside directors). The maximum amount of basic remuneration for Audit & Supervisory Board members is JPY 10 million per month.
	Annual Bonus	Payment at a fixed time every year	The maximum annual amount for directors excluding outside directors is JPY 432 million.
Performance-Linked Remuneration	Performance-Linked Remuneration	In principle, units shall be granted in FY2021, and shares and money shall be provided in a lump sum after the end of the Performance Evaluation Period.	<ul style="list-style-type: none"> • Maximum amount of monetary compensation claims and total amount of money: Number of fixed share units 800,000 × share price at delivery for target period. • Maximum number of shares to be granted: 400,000 shares for target period.
	Remuneration for granting Restricted Stock	Payment at a fixed time every year	<ul style="list-style-type: none"> • Up to JPY 400 million per year and up to 400,000 shares per year. • The lifting of the transfer restriction is a period of up to 3 ~ 30 years determined in advance by the Board of Directors. In addition, if resignation, etc., occurs for justifiable reasons determined by the Board of Directors during the transfer restriction period.

incentive remunerations, appropriateness of the level and composition of the remunerations, and determination of the amount of remuneration of each position based on the remuneration framework and others

■ Composition of the Remuneration Advisory Committee and Attributes of Chairperson

The Remuneration Advisory Committee consists of at least 3 committee members, and more than half of the members shall be independent outside directors, of which a chairperson shall be elected from independent outside directors by resolution of the Board of Directors in order to ensure independence, objectivity, and accountability as well as effectiveness of the Remuneration Advisory Committee. In addition, Willis Towers Watson (WTW) as a third party remuneration consultant, and staff members for the Committee also attend the Remuneration Advisory Committee meetings as observers.

Remuneration Framework of the Company

■ Remuneration Structure

The Company's executive remuneration consisted of basic remuneration as fixed compensation, annual bonuses that are linked to the level of companywide performance in a single year, performance-linked stock compensation plan (performance share units) aimed at achieving the Medium-Term Management Plan ending in FY2024 and steady business structure reform, as well as compensation for the granting of restricted shares (non-monetary compensation) to promote continuous improvement of corporate value and the sharing of value with shareholders. Remuneration for outside directors and Audit & Supervisory Board members is only basic remuneration in light of their roles.

■ Appropriateness of the Remuneration Level of the Company

When considering the above-mentioned remuneration structure and composition thereof, the Remuneration Advisory Committee verifies the appropriateness of the level of remuneration through an annual benchmarking study by using the remuneration database possessed by a third party consultant specialized in remuneration for executives and by comparing with the companies whose size, type, and line of business are similar to those of the Company. In addition, when determining the composition of performance-linked remuneration and other remuneration for the director who is responsible for overseeing and managing the Company's international businesses, etc., the Remuneration Advisory Committee verifies the appropriateness of the remuneration level for such director through another annual benchmarking study using a method similar to the one described above and using the survey data on remuneration prevailing in the region where such director is responsible for as well as considering

each director's job responsibilities and the magnitude of impact on management of the JSR Group.

■ Remuneration Composition for Directors (Excluding Outside Directors)

The Company has a policy to increase the portion of performance-linked remuneration for directors who assume heavier responsibilities for corporate management. Based on this policy, the Company determines the level of remuneration for directors depending on their responsibilities and title considering the latent risks involved in achieving performance targets while increasing the portion of performance-linked remuneration for senior directors. The proportion of each remuneration component, assuming basic remuneration at 100 (with standard performance-linked remuneration for 100% achievement of target) is as indicated in the table below. The proportion of each remuneration component for the CEO who oversees the North America Business is determined based on a survey conducted by an

Proportion of Each Remuneration Component, Assuming Basic Remuneration at 100 (with Standard Performance-Linked Remuneration for 100% Achievement of Target)

		Basic Remuneration	Performance-Linked Remuneration			Basic Remuneration: Performance-Linked Remuneration
			Annual Bonus	Performance-Linked Remuneration (per fiscal year)	Restricted Stock	
Directors (Excluding Outside Directors)	CEO, President	100	100	200	200	100:500
	Managing Officer/ Senior Officer/ Officer (concurrently serving as a Director)	100	25	Around 23	Around 23	100:70

* A Director who concurrently serves as a Managing Officer or its subordinate officer position is compensated with a concurrent director allowance that is separate from the table. Moreover, a Director who also concurrently serves as a Managing Officer or its subordinate officer position with a right to representation is compensated with a representation right allowance that is separate from the table.

external specialist organization on the executive compensation components of the region concerned.

Succession and Evaluation of the Group's Management Structure (Initiatives by the Nomination Advisory Committee)

The Nomination Advisory Committee was established in FY2015. Currently, the Committee consists of five members, including four independent outside directors (one of whom is the chair), as well as the CEO and President. The Committee carries out objective and long-term examinations of appointments and dismissals of the CEO and President, the Board of Directors' composition and elections, the Group's management structure, and succession plans for vital management posts.

In FY2022, the CEO, President submitted annual

management activity reports to the Committee, which evaluated management activities over the course of the year. In addition, the committee reviewed the management succession plan as well as composition and selection of the Board of Directors.

■ Nomination Advisory Committee

JSR established the Nomination Advisory Committee to ensure the transparency of the policy and procedures of appointing candidates for directors, Audit & Supervisory Board members and officers with directorship status (including senior officers). A majority of Committee members are independent outside directors and the chair is also an independent outside director. The Committee deliberates the standard for the diversity in breadth of knowledge, experience, and capability necessary for the

Board of Directors, criteria and procedures for the nomination, and candidates for future appointment as CEO, the President, directors, officers with directorship status (including senior officers), and Audit & Supervisory Board members, and reports its findings to the Board of Directors.

In addition, the CEO and President submit to the Committee an annual report on a broad range of strategic management activities. Based on the report, the Committee assesses the business result and performance of the CEO and President and advises the Board of Directors whether or not improvement in management quality is necessary.

■ Dismissal of Directors

The Committee will deliberate and report to the Board of Directors in a timely fashion when the Committee

Skills Matrix of Directors and Audit & Supervisory Board Members

	Name		Corporate Management Experience	Sales & Marketing	Manufacturing, R&D & IP	Finance & Accounting	Legal, Compliance & Risk Management	Sustainability	Globalization	Specialized Knowledge and Experience in Core Business Segments	
										Digital Solutions	Life Sciences
Director	Eric Johnson		○	○	○			○	○	○	○
	Koichi Hara					○	○		○	○	○
	Seiji Takahashi				○				○		
	Ichiko Tachibana						○	○			
	Kenichi Emoto					○			○	○	
	Tadayuki Seki	Independent outside officer				○	○	○	○		
	David Robert Hale	Independent outside officer	○			○		○	○		○
	Masato Iwasaki	Independent outside officer	○	○	○		○	○	○		○
	Kazuo Ushida	Independent outside officer	○		○			○		○	
Audit & Supervisory Board Member	Tomoaki Iwabuchi					○	○	○			
	Junko Kai	Independent outside officer					○	○			
	Takaaki Tokuhira	Independent outside officer				○	○		○		

judges there arises a reason that necessitates dismissal of directors including the CEO and President. In order to ensure transparency of the deliberation, the Committee takes necessary measures such as deliberation solely among outside independent directors for the agenda relating to dismissal of the CEO and President. Upon receipt of the aforementioned annual management activities report and based on the business result and performance evaluation of the CEO and President as well as business circumstances and economic outlook, etc., the Committee annually deliberates and judges appropriateness of the appointment, dismissal of the CEO and President and terms of office.

■ Criteria for Appointing Candidates for Directors

When nominating candidates for directors, JSR makes it a rule to ensure an appropriate balance among diversity in breadth of knowledge, experience, and capability essential to the Board of Directors and the size thereof in order to make important management decisions and oversee the execution of duties in an appropriate and timely fashion. JSR appoints persons who are mentally and physically sound and have an exceptional personality and popularity, and high principles and ethical view.

The specific elements in terms of knowledge, experience, and capability essential to the Board of Directors are identified based on medium- and long-term management policies and strategies, and are disclosed in the skills matrix.

■ Criteria for Appointing Candidates for Audit & Supervisory Board Member

From the perspective of ensuring the transparency and soundness of business management through auditing the process of directors' decision making and execution of duties in accordance with laws and regulations, such as the

Companies Act, the articles of incorporation and internal rules, JSR appoints persons with vast experience and extensive and sophisticated expertise necessary for audit (including one person with sufficient knowledge of finance and accounting) among those who are mentally and physically sound and have an exceptional personality and popularity, and high principles and ethical view. Regarding candidates for outside Audit & Supervisory Board members, in particular, JSR nominates persons who have independence and extensive experience and knowledge of laws and accounting.

Policy for Training Directors and Audit & Supervisory Board Members

JSR provides opportunities for newly appointed officers to participate in external seminars and training programs, such as one specifically designed for newly appointed directors, because of their potential as future board members. JSR also conducts introductory seminars and plant and laboratory tours and other opportunities for newly appointed outside directors and outside Audit & Supervisory Board members, to deepen their understanding of the Company and its businesses. Moreover, when a Board of Directors meeting is held, JSR picks up key issues closely related to its businesses as Specific Themes for Review and Discussion and thereby provides an opportunity for directors and Audit & Supervisory Board members in attendance to exchange opinions on such themes. This opportunity helps them not only deepen their understanding of the Company's business challenges but also promotes communication between board members. Furthermore, JSR holds regular seminars by outside lecturers prior to the General Meeting of Shareholders to review the status of corporate governance in general and legal reforms.

Succession Plan

The Committee systematically develops and selects candidates for the successor to the CEO and President in an objective and transparent manner by providing the pool of candidates with necessary training and coaching to enhance skills and leadership and by actively participating in the selection process through interviews, etc.

Policy on Constructive Dialogue with Shareholders

To promote constructive dialogue with shareholders and investors, officers responsible for the Finance Department and the Corporate Communications Department take charge of IR activities, and work together to facilitate dialogue. Every year, the CEO and President or an officer in charge of IR holds interviews with major institutional investors in Japan and overseas to explain the details and progress of the medium-term business plan. JSR has been endeavoring to provide investors with Company information on its website, such as financial statements, information on mid-term business plans and progress thereof, and details of business performance of main businesses, as well as information on sustainability activities including efforts to conserve the environment and Responsible Care, and on R&D activities. Opinions and questions that JSR receives from investors through the above-mentioned discussions are fed back to management as IR activity reports. In discussions with shareholders, JSR has appropriately treated insider information (setting moratoriums from the start of a new fiscal year to the day of announcing business results, establishing regulations for preventing insider trading, and conducting employee education seminars).

Main Activities of Outside Officers in FY2022

*As of June 16, 2023 (the end of the 78th Ordinary General Meeting of Shareholders)

Name	Position Term of office in parenthesis	Main Activities
Tadayuki Seki	Director (Six years)	Tadayuki Seki attended all 17 Board of Directors meetings held in the fiscal year. Utilizing his extensive experience in finance and accounting as CFO and in management positions at a multinational trading company coupled with his outside perspectives independent of the Company, he shared his views as necessary during deliberations of agenda items to enhance important decision-making and supervision of execution of the Board of Directors as well as contributed to corporate governance. He also contributed to the continuous improvement of corporate value by ensuring the rationality of management's decision making and the transparency and soundness of management. Seki serves as chairman on the Remuneration Advisory Committee and made every effort to ensure the rationality and transparency of the officer remuneration system. Also, Seki assisted in the review of the succession plan for the Group's management structure as a chairman of the Nomination Advisory Committee from an objective and long-term perspective.
David Robert Hale	Director (Two years)	David Robert Hale attended all 17 Board of Directors meetings held in the fiscal year. He utilized his extensive experience in global business administration as well as business transformation and expansion as a partner at an investment firm engaged in long-term investments and as a director of investee companies, coupled with his international and outside perspectives, in important decision making by the Board of Directors, supervision of execution of duties, and strengthening of corporate governance. As a result, he contributed to the continuous improvement of corporate value by ensuring the rationality of management's decision making and the transparency and soundness of management. Hale serves on the Remuneration Advisory Committee and made every effort to ensure the rationality and transparency of the officer remuneration system. Also, Hale assisted in the review of the succession plan for the Group's management structure as a member of the Nomination Advisory Committee from an objective and long-term perspective.
Masato Iwasaki	Director (One year)	Masato Iwasaki attended all 13 Board of Directors meetings held after his appointment. Utilizing his extensive experience in management of a multinational corporations engaged in the fields of ethical pharmaceuticals along with his outside perspectives independent of the Company, he enhanced important decision-making and supervision of the execution of the Board of Directors as well as contributed to corporate governance. He also contributed to the continuous improvement of corporate value of the Group by ensuring the rationality of management's decision making and the transparency and soundness of management. As a member on the Remuneration Advisory Committee, Iwasaki made every effort to ensure the rationality and transparency of the officer remuneration system. Also, he assisted in the review of the succession plan for the Group's management structure as a member of the Nomination Advisory Committee from an objective and long-term perspective.
Kazuo Ushida	Director (One year)	Kazuo Ushida attended all 13 Board of Directors meetings held since his appointment. Utilizing his extensive experience in management of a multinational company engaged in the fields of video-related products, precision machinery, etc. coupled with his outside perspectives independent of the Company, he enhanced important decision-making and supervision of the execution of the Board of Directors as well as contributed to corporate governance. He also contributed to the continuous improvement of the Group's corporate value by ensuring the rationality of management's decision making and transparency and soundness of management. He serves on the Remuneration Advisory Committee and made every effort to ensure the rationality and transparency of the officer remuneration system. Also, Ushida assisted in the review of the succession plan for the Group's management structure as a member of the Nomination Advisory Committee from an objective and long-term perspective.
Junko Kai	Audit & Supervisory Board Member (Two years)	Junko Kai attended all 17 Board of Directors meetings and all 17 Audit & Supervisory Board meetings held in the fiscal year. She utilized her wide ranging specialist knowledge and extensive experience in law as an attorney-at-law coupled with her outside perspectives independent of the Company in audits, and she shared her views as necessary during deliberations of agenda items at Board of Directors meetings and contributed to ensuring the rationality of management's decision making and the transparency and soundness of management.
Takaaki Tokuhira	Audit & Supervisory Board Member (One year)	Takaaki Tokuhira attended all 13 Board of Directors meetings and all 12 Audit & Supervisory Board meetings held since his appointment as a member of the Audit and Supervisor Board. He utilized his wide ranging specialist knowledge and extensive experience in finance and accounting as Certified Public Accountant coupled with his outside perspectives independent of the Company in audits, and he shared views as necessary during deliberations of agenda items at Board of Directors meetings and contributed to ensuring the rationality of management's decision making and the transparency and soundness of management.