

Working with Local Communities

We are working to address societal issues through the Group’s business activities and social contribution initiatives. Our active efforts to contribute to communities and help revitalize regions are aimed at building a sustainable society.

Official Sponsorship of SC Sagami-hara

In April 2022, we concluded an official sponsorship contract with SC Sagami-hara, a professional football club in the J-League, and became its top partner from the 2024 season, with our logo displayed on the left sleeve of their uniforms. As a company headquartered in Sagami-hara, we are committed to revitalizing the region and providing cultural support as a whole.



Sponsorship of Sagami-hara Stage of “Tour of Japan 2024”

In May 2024, we sponsored the Sagami-hara stage of the “Tour of Japan 2024” road race, Japan’s largest professional cycling race and a UCI-recognized event. The seventh stage around Sagami-hara also celebrated the 70th anniversary of the city’s establishment. In such a special year for the city, we continued to sponsor the event after its success in 2023. The event attracted top-class cycling teams from around the world, with approximately 23,000 spectators attending. Through sponsorship we continue to celebrate the region with residents while contributing to efforts to promote a healthy society.



Source: TOJ Organizing Committee

Opening of the AIDA EV Charging Station

As a manufacturer of industrial goods that play a role in the promotion of EVs, we opened the “AIDA EV Charging Station” in September 2023 at our Sagami-hara headquarters to support the broader adoption of EVs across the region. Open to the public, the facility comprises four superchargers for TESLA vehicles and three charging outlets for all EV models. The facility will contribute to resolving issues related to local charging infrastructure facilities towards carbon neutrality.



Corporate Governance

Basic Stance on Corporate Governance

Guided by our Group-wide corporate philosophy and management vision, the Company places top priority on having each Group company achieve sustainable and stable growth and improving corporate value. To this end, the Group has a global business management system led by Japan that organically connects our five global manufacturing facilities and our sales and service operations around the world to make maximum use of their respective functions, and we are constantly enhancing our corporate governance framework to support this system.

Directors, the Board of Directors, Operating Officers, and the Management Council

The Company has adopted an operating officer system since April 2001 to separate management supervisory functions and business execution functions, and strives to expedite management decision-making and clarify lines of authority and responsibility. The current management structure comprises operating officers who concurrently serve as directors, along with four outside directors (all of whom are independent directors). As a general rule, the Board of Directors convenes monthly ordinary board meetings with the President serving as the chair, and convenes extraordinary board meetings as needed, thereby performing a decision-making function for important matters mandated by law and a supervisory function for the execution of business operations.

In addition, the Management Council, which as a general rule is convened twice a month, is chaired by a person approved by the Board of Directors and is composed of operating officers and others. The Management Council deliberates and resolves important matters related to business execution based on management policies decided by the Board of Directors, and strives to achieve a consensus among management and the

swift execution of business operations. Outside directors attend important meetings of the Board of Directors, Management Council, and other bodies to develop a clear understanding of the current status of business execution by the Company and Group companies. They also provide valuable advice and suggestions on the Company’s management from an objective perspective.

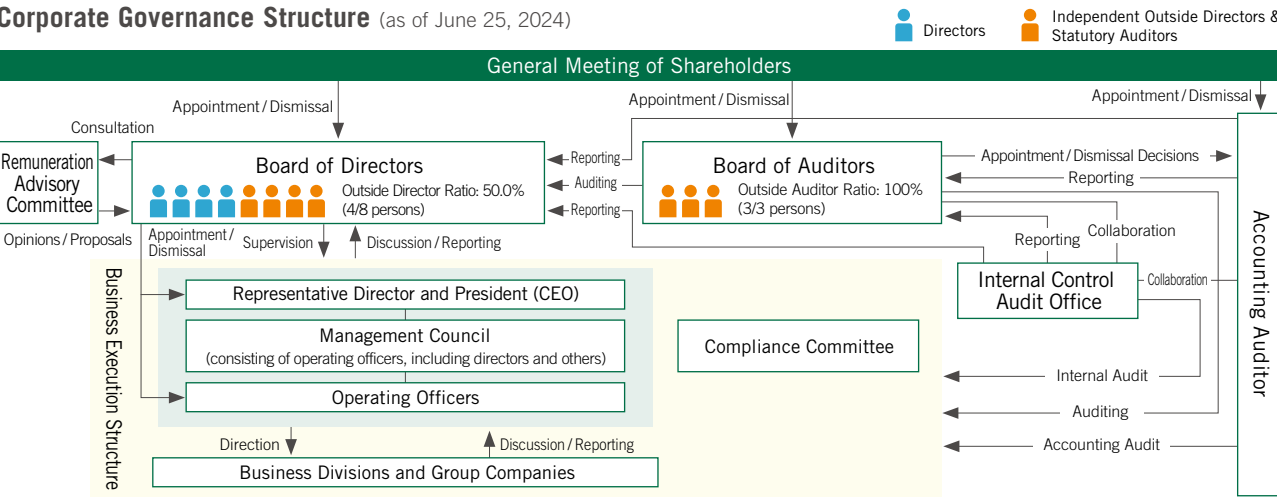
- The Board of Directors meetings convened 12 times in the fiscal year ended March 31, 2024, to supervise the execution of business. The main agenda topics for deliberation are listed below.
- Medium-Term Management Plan
 - Monthly performance of business execution
 - Policy on ownership of strategic shareholdings
 - Agenda items relating to strategic investments
 - Revision of internal regulations
 - Disposition of treasury stock through third-party allotment in connection with additional contribution to Board Benefit Trust
 - Acquisition and cancellation of treasury stock, etc.

Statutory Auditors and the Board of Auditors

The Company has adopted a statutory auditor system. In order to strengthen the functions of the Board of Auditors, it has appointed three highly independent statutory auditors (all of whom are independent auditors), one of whom also serves as a standing statutory auditor. The activities of the statutory auditors include attending important meetings of the Board of Directors, the Management Council, and other bodies in accordance with the audit plan to oversee the performance of duties by directors, as well as asking questions and expressing opinions to ensure the legality and validity of the decision-making by the Board of Directors and other bodies. In addition, statutory auditors receive reports from the accounting auditor, listen to ask questions about business reports, examine important documents, and conduct inspections of the operations and assets of each division in order to monitor and gain a clear understanding of the status of management operations.

- The Board of Auditors meetings convened 13 times in the fiscal year ended March 31, 2024, to oversee the management of the Company and to monitor business execution. The main agenda topics for deliberation are listed below.
- Formulation of audit plans; compilation of audit reports
 - Determination of the appropriateness of the accounting audit and the appointment of accounting auditors, etc.
 - Verification of resolutions and reported items from important meetings
 - Verification of the status and operation of the internal control systems
 - Status report of internal audits
 - Reviews of non-warranty work that was provided
 - Analysis/review of statutory auditor remuneration
 - Other statutory matters, etc.

Corporate Governance Structure (as of June 25, 2024)



Details on corporate governance and the status of the Company’s implementation of Japan’s Corporate Governance Code are described in the Corporate Governance Report. <https://www.aida.co.jp/en/ir/management/governance.html>

Remuneration Advisory Committee

Regarding remuneration for directors, based on a resolution passed in a Board of Directors meeting convened on April 26, 2024, a voluntary Remuneration Advisory Committee was established in order to improve transparency and objectivity in determining the remuneration of internal directors. The committee will deliberate on matters such as individual remuneration for internal directors and the policy for calculating such, and will

present its viewpoints and proposals to the Board of Directors and the final decision maker. The Remuneration Advisory Committee is composed of four or more directors, including the Representative Director. More than half of the members are outside directors, and an outside director has been selected as the committee chair.

Remuneration for Directors and Statutory Auditors

In the fiscal year ended March 31, 2024, remuneration for the Company's directors and statutory auditors was as shown in the table on the right:

Note: In addition to the amounts tabled, ¥42 million (including payments by subsidiaries) was paid in employee wages and bonuses to two directors also holding positions as employees.

*1 Performance-based remuneration is the amount of provision for bonuses for directors (and other officers)

*2 Non-monetary remuneration refers to the expense booked in the fiscal year under review based on the Board Benefit Trust (BBT) scheme, which was introduced after its approval by the 82nd General Meeting of Shareholders held on June 19, 2017.

Officer Category	Number of Eligible Officers	Total Remuneration by Type (Millions of yen)				Total (Millions of yen)
		Monetary Remuneration			Non-Monetary Remuneration (Stock Compensation)	
		Basic Remuneration	Performance-Based Remuneration	Subtotal		
Directors (excluding outside directors)	4	137	67 ^{*1}	204	24 ^{*2}	229
Outside directors	4	31	—	31	—	31
Statutory auditors (all outside)	3	26	—	26	—	26

Overview of the Analysis and Evaluation of the Effectiveness of the Board of Directors

The Board of Directors conducts a self-evaluation questionnaire-based survey (a combination of a three-point evaluation scale and comments) once a year for all directors and all statutory auditors, including those from outside the Company.

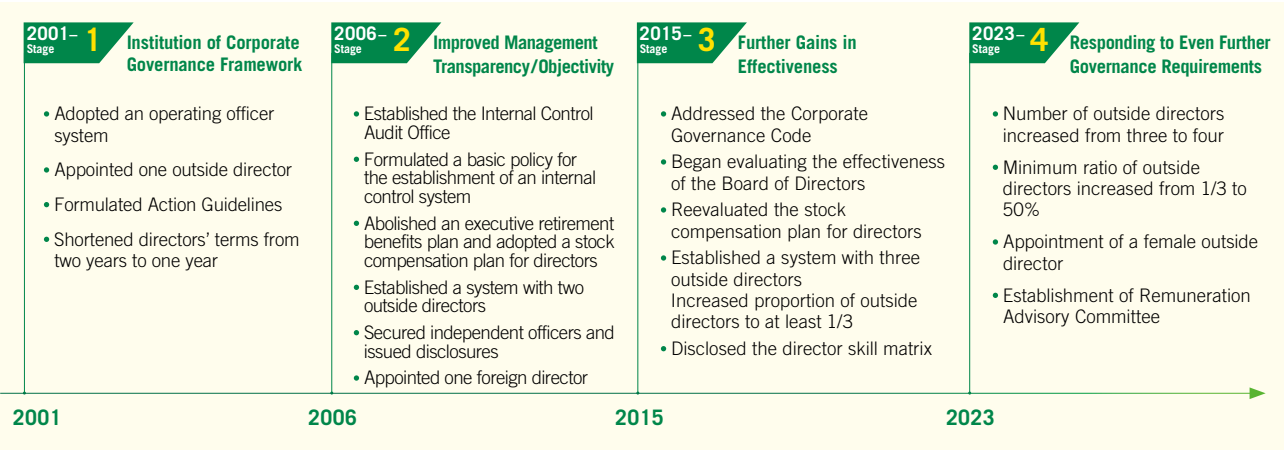
Based on the results of this survey, we analyze the current situation, identify issues, and utilize the results to improve the operation of the Board of Directors and thereby increase the effectiveness of the Board as a whole.

The results of the survey from the fiscal year under review confirmed that there are no significant issues relating to the

overall effectiveness of the Board of Directors and supports the conclusion that it operates effectively. However, there were calls for increased opportunities to discuss and exchange opinions with outside directors relating to topics such as growth investments and medium-term and long-term management issues, and thus the Company will strive to make improvements.

The Company will actively continue to improve the effectiveness of the Board of Directors by utilizing the recommendations in the questionnaires.

History of Strengthening Corporate Governance



Overview of the Status of the Internal Control System

Ensuring Appropriate Business Execution

To ensure appropriate and efficient business execution, the Board of Directors and the Management Council deliberate and share information on important matters that could significantly affect the Company's management, and also discuss countermeasures as necessary. In the fiscal year under review, the Board of Directors and Management Council were convened 12 times and 17 times,

respectively. In addition, each business division takes the lead in addressing risks related to day-to-day operations. And by means of various cross-Group committees, each business division also appropriately addresses risks related to issues like safety environment, disaster prevention, quality, compliance, export regulatory control, and product liability.

Group Company Management Structure

Processes for both decision-making by Group companies and approval by the parent company are set forth in the AIDA Global Management Regulations. The Internal Control Audit Office takes the lead in monitoring whether actual operations are in line with the regulations in order to ensure the appropriateness of business operations at each Group company. Each Group company presents monthly performance reports and the status of updates on initiatives to the Board of Directors and the Management Council, and also shares the details of the Management Council meetings held regularly at each Group company with the

management team at the Company. Moreover, at the AIDA Global Business Plan Meetings held twice a year, top management from the Company and each Group company within Japan and overseas gather to report their progress in achieving performance targets. They also share information on issues and risks faced by each Group company and discuss countermeasures. In addition, the Internal Control Audit Office regularly monitors the internal control and compliance status of each Group company. Statutory auditors and the Internal Control Audit Office also conduct on-site audits at each Group company.

Compliance

To ensure legal compliance and high ethical standards in the conduct of its business, the Company formulated the AIDA Corporate Philosophy, the AIDA Group Action Guidelines, the Sustainability Policy, and the AIDA Group Human Rights Policy. Our Group Action policy states that AIDA will respect the dignity and basic human rights of all stakeholders and create a

corporate culture imbued with respect for mankind. We distribute relevant language versions of the AIDA Corporate Philosophy, the Sustainability Basic Policy and the AIDA Group Action Guidelines to domestic and overseas Group companies to ensure they are fully understood.

Compliance Framework

The Company established the AIDA Group Compliance Hotline*, a communication channel that provides access to an outside attorney and the whistleblower desk within the Internal Control Audit Office. The Company also has a system in place to receive reports from domestic and overseas Group companies regarding the status of compliance, and we are working to ensure appropriate operation and enhance the effectiveness of legal compliance.

Hotline reports are initially consolidated and presented to the executive officer in charge of internal controls. Depending on their importance, matters are also reported

to the Compliance Committee and the Board of Directors. These bodies discuss responses and recurrence prevention measures, and then issue directions. Meanwhile, the Internal Control Audit Office conducts various types of internal training to help ensure that all Group employees fully understand the AIDA Corporate Philosophy, the AIDA Group Action Guidelines, and the AIDA Group Compliance Hotline.

* A system for reporting compliance violations that have occurred or may occur—including legal actions and improper conduct—to the whistleblower desk. It was established to reinforce the AIDA Group's compliance management efforts.

Risk Management System

Risks related to the execution of management strategies are analyzed by the relevant business divisions, which also consider countermeasures. These matters are also discussed by the Board of Directors and Management Council as necessary. Risks related to daily operations are addressed by the respective business divisions based on the nature of the risk. We also have a flexible management system in place to

help develop responses based on the degree of operational impact, including committees for health and safety, product liability, export controls, and risk assessment promotion, and there are also other cross-functional committees as well as specific project teams. For managing crises such as natural disasters, we have established a business continuity management manual and business continuity plan.







Information Security Initiatives


The Company formulates and implements regulations such as the Document Management Regulations, the Corporate Secrets Management Regulations and AIDA Information Network System Management Regulations as measures to prevent the leakage of information from inside the Company. In addition to managing software used in daily operations and monitoring and restricting internet access, the Company utilizes software to monitor computers for viruses, unauthorized access, and other issues. It also oversees remote access to the Company's internal systems from overseas Group companies. As part of its IT audit, the Company also verifies the status of anti-virus countermeasures implemented at major Group companies at least once a year, and also assures that security and information management systems are in place. The Company has advanced technological assets, and any

technology or intellectual property leaks, or any infringement of intellectual property rights, could threaten its fundamental management foundation. For that reason, the Company protects technical information by restricting employee access to confidential drawing data, and when third parties require access to such information, a nondisclosure agreement is concluded beforehand. Moreover, all drawing data is encrypted to prevent it from being viewed on external devices. In addition, the Company actively seeks to obtain patents in Japan and overseas in order to protect intellectual property.

As described above, the Company has information security measures in place and works meticulously to protect technical information and intellectual property rights to support the advancement of business strategies.

Board of Directors

							
Kimikazu Aida Representative Director and Chairman	Toshihiko Suzuki Representative Director and President (CEO)	Hiromitsu Ugawa Director, Managing Executive Officer	Yap Teck Meng Director, Operating Officer	Hirofumi Gomi Outside Director (Independent)	Mikio Mochizuki Outside Director (Independent)	Isao Iguchi Outside Director (Independent)	Kiyoe Kado Outside Director (Independent)




 Reasons for the appointment of each director were provided in the Notice of the 89th Ordinary General Meeting of Shareholders.
<https://www.aida.co.jp/en/ir/event/index.html#anc03>


Director Skill Matrix

Name			Main Fields of Specialized Experience and Expected Contributions							
			Corporate Management	Finance & Accounting	Risk Management/ Legal Affairs/ Compliance	International Operations	Sales & Marketing	Technology & Research and Development	IT & DX	Personnel Affairs & Human Resource Development
Inside	Kimikazu Aida	Male	○			○	○	○		
	Toshihiko Suzuki	Male	○		○		○	○	○	
	Hiromitsu Ugawa	Male		○	○	○				○
	Yap Teck Meng	Male				○	○			
Outside	Hirofumi Gomi	Male Ind.	○	○	○					
	Mikio Mochizuki	Male Ind.		○	○	○				
	Isao Iguchi	Male Ind.					○		○	
	Kiyoe Kado	Female Ind.			○					○

Note 1: "Risk Management/Legal Affairs/Compliance" includes the perspective of product liability (PL).
Note 2: The chart above shows fields in which the directors are particularly expected to make contributions to the Company's management, and does not illustrate all the skills and specialized knowledge that each director possesses.

Statutory Auditors

		
Junichiro Hiratsuka Outside Standing Statutory Auditor (Independent)	Fusakazu Kondo Outside Statutory Auditor (Independent)	Noriyuki Katayama Outside Statutory Auditor (Independent)

 For the career histories of directors and statutory auditors (as of June 25, 2024), please refer to the Annual Securities Report.
https://www.aida.co.jp/ir/annual_securities_report_202403_J.pdf (Japanese)

Rationale for the Composition of the Board of Directors

To ensure there is adequate discussion while enabling prompt and rational decision-making, the Company has set the appropriate number of directors at no more than eleven. Furthermore, in line with the basic policy of having a diverse mix of experience, knowledge and expertise on the Board, multiple outside directors are appointed to support proper decision-making and strengthen the Board's supervisory functions. In its current composition, the Board includes several outside directors with business experience from other companies. We have also appointed non-Japanese or other directors with international

Operating Officers

Managing Executive Officer	Tsukasa Kitano	Division Manager, Sales Headquarters
Managing Executive Officer	Yoshinori Ozaki	Division Manager, Service Headquarters Division Manager, Production Headquarters
Executive Officer	Naoki Nakatsuka	Deputy Division Manager, Production Headquarters (Procurement)
Executive Officer	Yoshiharu Hashimukai	Deputy Division Manager, Research and Development Headquarters Deputy Division Manager, Production Headquarters (Engineering)
Executive Officer	Junichi Yonaiyama	President, AIDA S.r.l
Operating Officer	Koji Okurano	Deputy Division Manager, Production Headquarters (Production)
Operating Officer	Takashi Koshimizu	Deputy Division Manager, Production Headquarters (Engineering)

experience, as well as statutory auditors with specialist knowledge from a financial/legal background gained in financial institutions or legal firms. To ensure a range of perspectives from a gender viewpoint, we also appointed our first female outside director in June 2023. We remain committed to maintaining and strengthening Board diversity going forward.

Activity Status of Outside Directors and Outside Statutory Auditors

Independent Outside Directors		
Name	Attendance at Board of Directors Meetings	Summary of Major Activities and Expected Roles of Outside Directors
Hirofumi Gomi	92% 11/12 times	As the former Commissioner of the Financial Services Agency, Mr. Gomi brings a wealth of experience and advanced expertise to his role as Outside Director. He also possesses extensive corporate management experience from chairing the Board of a private-sector financial institution and working as an outside director at other companies. He is drawing on this expertise to proactively provide useful advice and suggestions for the management of the Company. Also, attending all important meetings of the Board of Directors and Management Council, he oversees business execution from an independent and objective standpoint, appropriately fulfilling the roles expected of an outside director.
Mikio Mochizuki	100% 12/12 times	From his earlier career at a major manufacturer of heavy equipment, Mr. Mochizuki brings a wealth of experience and broad knowledge to his role as Outside Director, including industrial machinery business experience. He also has experience working as an outside director at other companies. He is drawing on this expertise to proactively provide useful advice and suggestions for the management of the Company. Also, attending all important meetings of the Board of Directors and Management Council, he oversees business execution from an independent and objective standpoint, appropriately fulfilling the roles expected of an outside director.
Isao Iguchi	100% 12/12 times	From his earlier career at a top manufacturer of electrical equipment, Mr. Iguchi brings a wealth of experience and wide-ranging knowledge to his role as Outside Director, including automation and factory automation business experience. He is drawing on this expertise to proactively provide useful advice and suggestions for the management of the Company. Also, attending all important meetings of the Board of Directors and Management Council, he oversees business execution from an independent and objective standpoint, appropriately fulfilling the roles expected of an outside director.
Kiyoe Kado	100% 9/9 times (since being appointed on June 27, 2023)	As a legal specialist, Ms. Kado has acquired advanced expertise in general business legal practices. In addition, she has experience in human resources development as the dean of a university law department, as well as experience in corporate management as a full-time director of an incorporated educational institution and as an outside director of a business corporation. She is drawing on this expertise to proactively provide useful advice and suggestions for the management of the Company. Also, attending all important meetings of the Board of Directors and Management Council, she oversees business execution from an independent and objective standpoint, appropriately fulfilling the roles expected of an outside director.

Independent Outside Statutory Auditors			
Name	Attendance at Board of Directors Meetings	Attendance at Board of Auditors Meetings	Board Activity
Junichiro Hiratsuka	100% 12/12 times	100% 13/13 times	Mr. Hiratsuka brings a wealth of experience and broad financial knowledge to his role as Outside Statutory Auditor, including international experience at a top financial institution and experience in corporate audits and operational audits. Attending all important meetings of the Board of Directors and Management Council, he seeks to assure the appropriateness and suitability of the Company's decision-making by actively asking questions and expressing opinions. His daily duties include exchanging opinions on management issues with directors, holding discussions with managers, and exchanging information with the Accounting Auditor. Operating from an independent and objective viewpoint, he is actively involved in evaluating the situation at the Company and at Group companies, and in routinely expressing opinions on issues and other matters to management on a regular basis. In addition, in cooperation with other statutory auditors, he conducts appropriate audits of the Company's management in accordance with the internal audit policy.
Fusakazu Kondo	100% 12/12 times	92% 12/13 times	Mr. Kondo brings a wealth of experience and knowledge to his role as Outside Statutory Auditor, including experience in financial operations from his earlier career at a life insurance company and his involvement in corporate auditing operations as a standing statutory auditor and as a member of audit-related committees. Attending all important meetings of the Board of Directors and Management Council, and operating from an independent and objective viewpoint, he seeks to assure the appropriateness and suitability of the Company's decision-making by actively asking questions and expressing opinions. In addition, in cooperation with other statutory auditors, he conducts appropriate audits of the Company's management in accordance with the internal audit policy.
Noriyuki Katayama	100% 12/12 times	100% 13/13 times	Based on his extensive career as a commercial lawyer and his management experience as an outside director at other companies, Mr. Katayama brings a wealth of experience and advanced expertise to his role as Outside Statutory Auditor. Attending all important meetings of the Board of Directors and Management Council, and operating from an independent and objective viewpoint, he seeks to assure the appropriateness and suitability of the Company's decision-making by actively asking questions and expressing opinions. In addition, cooperating with other statutory auditors, he conducts appropriate audits of the Company's management in accordance with the internal audit policy.



Message from an Outside Director

Isao Iguchi
Outside Director

“Transforming our business portfolio” is one of the core strategies in the Company’s current Medium-Term Management Plan, and the Company’s efforts are producing solid results. Its business that targets the automotive industry—which is the Company’s mainstay market—accounts for a growing share of the Company’s overall performance, and presses used to make EV drive motor cores are seeing particularly strong growth on the back of the rapidly accelerating shift to electric vehicles.

In addition, building on the core technologies it has cultivated throughout its existence, the Company is making concerted efforts in “Creating new added value” by harnessing AI and digital transformation (DX), which holds the promise of bearing fruit in the form of concrete solutions in new business fields.

At the same time, the shift to electric vehicles is also beginning to reshape the automotive industry in China and Southeast Asia, and thus it will be essential to keep a close watch on developments among leading competitors and pursue strategies that anticipate future global market trends. In addition, creating new added value

requires AIDA to swiftly acquire strengths in technological areas that are currently underdeveloped or where it is deficient. I think the Company needs to move forward with a multi-pronged approach that includes collaboration with other companies, M&A, and the utilization of outside engineers.

To further strengthen its business infrastructure and build a more robust presence, it is essential to pursue manpower development and bolster initiatives to achieve diversity. In particular, given the still limited number of women in management, I would like to see the Company train more female managers and promote them to executive positions.

In terms of agenda items presented at the Board of Directors and the Management Council, the details are confirmed and candid questions are asked during the meeting, and thus I believe the overall effectiveness of the meetings is being ensured.

Given the Company’s declared intent to achieve carbon neutrality in the future, I would like to have more in-depth discussions at Board of Directors meetings about enhancing corporate value and pursuing ESG management as it works to achieve that goal.



Message from a Statutory Auditor

Fusakazu Kondo
Outside Statutory Auditor

AIDA is a key player in the automotive industry, which is said to be undergoing a once-in-a-century transformation, particularly throughout the supply chain for the production of electric and hybrid electric vehicles. It is contributing to the world economy as a global company, and is playing a crucial role in the development and manufacture of world-class high-speed presses used to make the drive motor cores used in electric vehicles and in the precision forming (UL) presses used to form separators used for hydrogen power generation.

The role of the Board of Directors and Board of Auditors is to monitor whether AIDA’s management team is providing the market with high value-added products and services in a timely manner while leveraging the world’s most advanced technologies in order to retain and carve out larger market shares and enhance corporate value.

As an auditor, I am always mindful of the need to earnestly discuss ways to enhance corporate value at Board of Directors and Board of Auditors meetings. Specifically, it is vital to stay abreast of the key performance indicators that drive the

enhancement in corporate value—such as capital efficiency, the operating income ratio, the sales and profit growth potential, and the target stock price levels—including from the perspective of the Company’s relative advantages within the industry. We are also having serious conversations about whether financial resources are being optimally allocated to meet shareholder expectations. In other words, how are retained earnings being allocated, in order to enhance corporate value, among such options as capital investments in existing business to generate more returns, new business acquisitions going to help enjoy business synergy, or dividend, including share buybacks, to our shareholders.

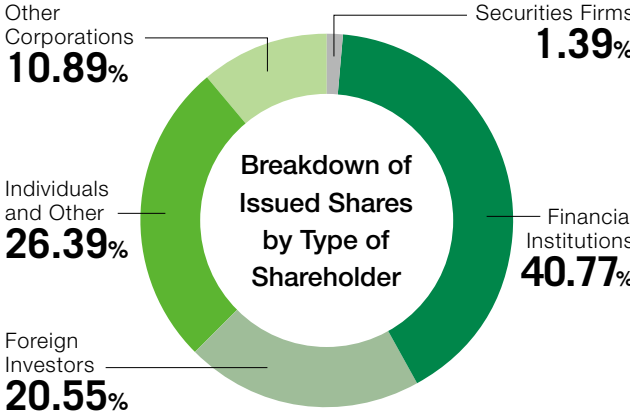
The role and the scope of an auditor’s business domain are not limited to business and accounting audits. Because I play a part in the corporate governance function, I work together with executive and non-executive directors, operating officers, and employees to find ways to enhance corporate value by “worrying together, thinking together, and solving issues together.” In this way, I hope to continue to meet the expectations of the Company’s shareholders and other stakeholders.

Stock Information

As of March 31, 2024

Securities Code	6118
Stock Listing	Tokyo Stock Exchange, Prime Market
Number of Shares Authorized	188,149,000
Number of Shares Issued	69,448,421
Number of Shares of Treasury Stock	9,699,246*
Number of Shares per Trading Unit	100
Number of Shareholders	8,613
Shareholder Registry Administrator	Mizuho Trust & Banking Co., Ltd.

* Number of shares of treasury stock includes 4,382,672 shares of treasury stock held by Custody Bank of Japan, Ltd. (Trust Account E) in a re-entrustment related to a J-ESOP (Japanese Employee Stock Ownership Plan) and BBT (Board Benefit Trust).
Note: In July 2024, the Company retired 2,243,800 shares of treasury stock.



Major Shareholders (Top 10)*1

Name of Shareholders	Number of Shares Held (Thousands)	Percentage of Total Issued Shares (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	7,878	12.29
Custody Bank of Japan, Ltd. (Trust Account E)*2	4,382	6.83
Custody Bank of Japan, Ltd. (Trust Account)	3,795	5.92
The Dai-ichi Life Insurance Company, Limited	3,000	4.68
Nippon Life Insurance Company	2,587	4.03
Meiji Yasuda Life Insurance Company	2,516	3.92
Mizuho Bank, Ltd.	2,179	3.40
JP MORGAN CHASE BANK 385632	1,754	2.74
AIDA ENGINEERING Trading-Partner Shareholding Association	1,629	2.54
GOVERNMENT OF NORWAY	1,600	2.50

*1 Although the Company holds 5,316,574 shares of treasury stock, it is excluded from the major shareholders listed above. Ownership percentages are based on 64,131,847 shares, the total number of issued and outstanding shares, less treasury stock.
*2 Shares shown as held by Custody Bank of Japan, Ltd. (Trust Account E) are being held in a re-entrustment related to a J-ESOP and BBT.

Share Price and Trading Volume

