

Activity Status of Outside Directors and Outside Statutory Auditors

Independent Outside Directors		
Name	Attendance at Board of Directors Meetings	Board Activity
Hirofumi Gomi	100% 12/12 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. Attending all important meetings of the Board of Directors and the Management Council, and operating from an independent and objective viewpoint, he provides oversight, advice and recommendations when appropriate in relation to the Company's execution of business operations.
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. Attending all important meetings of the Board of Directors and Management Council, and operating from an independent and objective viewpoint, he provides oversight, advice and recommendations when appropriate in relation to the Company's execution of business operations.
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. Attending all important meetings of the Board of Directors and Management Council, and operating from an independent and objective viewpoint, he provides oversight, advice and recommendations when appropriate in relation to the Company's execution of business operations.

Independent Outside Statutory Auditors			
Name	Attendance at Board of Directors Meetings	Attendance at Board of Auditors Meetings	Board Activity
Junichiro Hiratsuka	100% 9/9 times*	100% 9/9 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. 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	92% 11/12 times	91% 10/11 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% 11/11 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 opinion. In addition, cooperating with other statutory auditors, he conducts appropriate audits of the Company's management in accordance with the internal audit policy.

\* Junichiro Hiratsuka assumed his position as an Outside Statutory Auditor after his appointment was approved during the 87th Ordinary General Meeting of Shareholders held in June 2022. He has attended every meeting of the Board of Directors and the Board of Auditors since he began serving in this position.

Introduction of Our Newly Appointed Outside Director

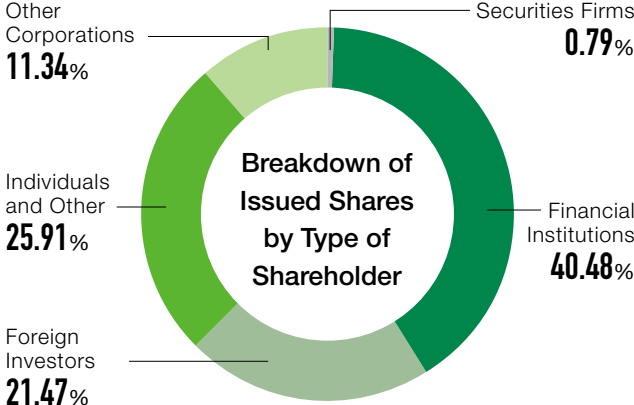
Kiyoe Kado	Together with her involvement in civil law research, Ms. Kado has a wealth of experience and expertise as a legal specialist in fields such as corporate law, financial law, and general business law. She has also gained management experience from working as an outside director at other companies. This experience is expected to serve her well in supervising the Company's management from an independent and objective viewpoint. She began serving as an Outside Director after her appointment was approved during the 88th Ordinary General Meeting of Shareholders held in June 2023.
------------	---

Stock Information

As of March 31, 2023

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	9,736,558*
Number of Shares per Trading Unit	100
Number of Shareholders	7,582
Shareholder Registry Administrator	Mizuho Trust & Banking Co., Ltd.

\* Number of shares of treasury stock includes 4,335,948 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).



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)	7,467	11.66
Custody Bank of Japan, Ltd. (Trust Account E)*2	4,335	6.77
Custody Bank of Japan, Ltd. (Trust Account)	4,149	6.48
The Dai-ichi Life Insurance Company, Limited	3,220	5.03
Nippon Life Insurance Company	2,587	4.04
Meiji Yasuda Life Insurance Company	2,516	3.93
JP MORGAN CHASE BANK 385632	2,211	3.45
Mizuho Bank, Ltd.	2,179	3.40
GOVERNMENT OF NORWAY	1,793	2.80
AIDA ENGINEERING Trading-Partner Shareholding Association	1,569	2.45

\*1 Although the Company holds 5,400,610 shares of treasury stock, it is excluded from the major shareholders listed above. Ownership percentages are based on 64,047,811 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

