

Corporate Governance Report

Notes: 1. This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
2. In this report, fiscal years (FY) indicate years ended March 31.

Last updated: June 22, 2021
Nichirei Corporation
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<https://www.nichirei.co.jp/english>

The state of corporate governance of Nichirei Corporation ("the Company") is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Basic Information

1. Basic Views

On the basis of its holding company structure, the Nichirei Group ("the Group") engages in business through its operating companies across a wide range of fields which include processed foods, marine products, meat and poultry products, logistics and biosciences. The Board of Directors of the Company, aiming to achieve sustainable growth and increase its corporate value over the medium to long term, draws up the Group's business strategies and implements an operating structure which provides supervision of business executed by the operating companies.

The Company is well aware that ensuring equitable and highly transparent business practices constitutes a key managerial issue, and accordingly strives to enhance its corporate governance practices by taking action with respect to appropriately allocating resources, accelerating the decision-making process, and ensuring strict compliance under the supervision of the Board of Directors.

The Company adopts the company with Audit & Supervisory Board system structure of corporate governance pursuant to the Companies Act of Japan.

Please refer to the Company's website (URL below) for its "Basic Policy on Corporate Governance," which outlines its basic views on corporate governance, along with its policies regarding the corporate governance framework and related initiatives.

https://www.nichirei.co.jp/english/corpo/governance/governance_policy.html

Reasons for Non-compliance with Principles of Japan's Corporate Governance Code

The Company implements all principles of Japan's Corporate Governance Code.

Disclosure based on Principles of Japan's Corporate Governance Code (Updated) (Updated) (Principle 1.4 Cross-Shareholdings)

The Company maintains cross-shareholdings only if deemed that doing so will increase its corporate value by enabling the Company to uphold and strengthen transactional and cooperative relationships. Moreover, the Board of Directors verifies the medium- to long-term economic rationality of individual cross-shareholdings on an annual basis, and accordingly sells respective shareholdings when it finds rationale insufficient to justify maintaining such holdings. This verification involves carefully examining the benefits of individual transactions, such as profits and dividends, as well as whether risks are in line with the cost of capital, after which a comprehensive decision is made with consideration for strategic importance and other qualitative criteria.

When exercising voting rights attached to cross-shareholdings, the Company checks details regarding every proposal on the agenda. Moreover, matters are carefully scrutinized on an individual basis before determining what action to take in the cases listed below involving an investee company, if:

- (1) the investee company has been involved in behavior that could cause impairment to shareholder value;
- (2) financial results and/or share prices have markedly deteriorated; or
- (3) other cases have emerged regarding serious doubts about approving a proposal.

(Principle 1.7 Related Party Transactions)

Competitive transactions and transactions involving conflict of interest with Directors or Audit & Supervisory Board Members are subject to deliberation at the meeting of the Board of Directors prior to the commencement of such transactions, and post-transaction results are reported at the meeting of the Board of Directors.

For transactions with related parties other than Directors and Audit & Supervisory Board Members, the Company has established the criteria for important transactions (e.g., purchase of shares, borrowing of funds, debt guarantee provided by the Company when its subsidiary, etc. borrows funds) in the Board of Directors regulations and other regulations of the Company. In accordance with such criteria, transactions are performed by following the procedures of the Board of Directors, depending on the importance of those transactions.

Transactions between the Company and its Directors or Audit & Supervisory Board Members or their respective close relatives/affiliated companies are checked periodically, i.e., on an annual basis.

(Principle 2.6 Roles of Corporate Pension Funds as Asset Owners)

Corporate pension funds of the Company and its major domestic subsidiaries have transitioned to corporate defined contribution plans since FY2012. For the purpose of supporting stable asset formation for employees, the Company conducts issue/purpose-oriented education targeted at all employees on an annual basis, which is highly effective.

(Principle 3.1 Full Disclosure)

- (1) Company objectives (e.g., management principles), management strategies, and business plans

The Group's Management Principles are disclosed on the Company's website (URL below). The Company revised the Group's Management Principles on April 1, 2019.

<https://www.nichirei.co.jp/english/corpo/management/philosophy.html>

The Company's long-term management goals toward 2030, medium-term business plan "WeWill 2021", and material matters for realizing long-term management goals towards 2030 are disclosed on its website (URL below).

https://www.nichirei.co.jp/english/ir/policy/m_management_plan.html

https://www.nichirei.co.jp/english/ir/policy/l_management_plan.html

<https://www.nichirei.co.jp/english/ir/policy/materiality.html>

- (2) Basic views and policies on corporate governance

The Company's basic views on corporate governance are as described in "I. 1. Basic Views" above.

For the Company's basic policies, please refer to the URL for "Basic Policy on Corporate Governance" (posted on the Company's website) stated in "I. 1. Basic Views" above.

- (3) Policies and procedures for determination of remuneration for senior management and Directors by the Board of Directors

The Company's basic policies on the remuneration for its Directors and Executive Officers are as follows.

- Remuneration shall strongly facilitate the performance of duties in accordance with the Group's Management Principles, basic CSR policy "The Nichirei Pledge" and management strategies.
- Remuneration shall serve as a strong incentive to achieve specific management targets in the Medium-term Business Plan, etc.
- In order to make remuneration serve as a sound incentive towards the Group's sustainable growth, the ratio of remuneration linked to short-term results, work performance, etc. (i.e., performance-based bonuses) and

remuneration linked to medium- to long-term results and corporate value (i.e., share-based remuneration) will be set in an appropriate manner.

- Directors and Executive Officers shall be treated in a manner that they deserve to be treated as Directors and Executive Officers of the Company in consideration of the significance of the Group's social role and responsibilities. Other considerations include developments in companies that compete with the Group in terms of business and human resources including those in the food and logistic industries, and changes in the business environment.

The Company plans its remuneration system while considering views from third-party organization and composes it to include the following three items:

- i. Basic remuneration (fixed compensation): Fixed "executive salaries" and "director compensations" that are paid monthly
 - ii. Performance-based bonuses: Remuneration linked to factors such as short-term results and work performance
 - iii. Share-based remuneration: Remuneration linked to medium- to long-term results and corporate value
- Outside Directors receive only basic remuneration (fixed compensation), a fixed amount of which is paid monthly.

The total amount of "basic remuneration," "performance-based bonuses" and "share-based remuneration" paid to Directors is set within the maximum total amount for which a resolution was passed at the 101st Annual General Meeting of Shareholders held on June 25, 2019.

The Company has established the Remuneration Advisory Committee chaired by an Outside Director as an advisory committee for the Board of Directors. Outside Directors account for the majority of the Committee's members. The Committee holds meetings at least twice each year as a general rule, deliberates such matters as the remuneration system, remuneration level and appropriateness of remuneration and reports its findings to the Board of Directors.

- (4) Policies and procedures for appointment/dismissal of senior management and nomination of candidates for Directors and Audit & Supervisory Board Members by the Board of Directors

The Company has established the Nominating Advisory Committee chaired by an Outside Director as an advisory committee for the Board of Directors. The Committee, which consists of Outside Directors and Representative Directors, holds meetings at least twice each year as a general rule, deliberates such matters as personnel suited as candidates for senior management and Directors/Audit & Supervisory Board Members and succession planning, and reports its findings to the Board of Directors.

The Committee holds discussions by taking into consideration such factors as the knowledge, ability, personality and achievements of individual candidates in a comprehensive manner, in accordance with the personnel criteria for the selection of top management and the criteria for the selection of candidates for Directors presented by the Representative Directors.

In cases where a member of senior management or an Audit & Supervisory Board Member has failed to properly perform the duties expected to be performed after appointment, or in cases where a member of senior management or an Audit & Supervisory Board Member has engaged in an act in violation of laws and regulations and the Articles of Incorporation, their dismissal is executed by following the procedures prescribed by law and the Company's regulations after findings by the Committee are reported to the Board of Directors based on deliberation by the Committee.

- (5) Explanations with respect to individual appointments/dismissals and nominations upon appointment/dismissal of senior management and nomination of candidates for Directors and Audit & Supervisory Board Members based on (4) above by the Board of Directors

For the appointment of senior management and nomination of candidates for Directors and Audit & Supervisory Board Members, the proposer of such appointment/nomination proposal or the Representative Director provides an explanation of the candidates' background, ability, achievements and other reasons on an individual basis at

the meeting of the Board of Directors, subject to deliberation by the Nominating Advisory Committee. For the nomination of candidates for Independent Directors and Independent Audit & Supervisory Board Members, the proposer or the Representative Director provides not only such explanation but also explains that there are no problems with respect to the candidates' independence. For dismissal, the Representative Director explains the reason for dismissal at the meeting of the Board of Directors, subject to deliberation by the Committee.

The reasons for the selection of candidates for Directors and Audit & Supervisory Board Members and the reasons for the dismissal of Directors and Audit & Supervisory Board Members will be stated in the convening notice of the General Meeting of Shareholders.

(Supplementary Principle 4.1.1 Matters to be Resolved by the Board of Directors and the Scope of Delegation)

Decision-makings of the Board of Directors are limited in scope to matters of top priority. This includes addressing matters to be resolved in accordance with the Companies Act of Japan, determining content of the Management Principles, the Medium-term Business Plan, management policy and the operating budget, revising and repealing various directives, policies and key regulations, and making decisions on important officer appointments. Authority for important matters other than those aforementioned is delegated to the Management Committee whose membership comprises the Executive Officers, with the functions of business execution kept separate from those of managerial supervision so that the Executive Officers will be able to better deal with pressing and future business challenges.

(Principle 4.8 Effective Use of Independent Directors)

Independent Directors, who are highly qualified in their respective fields of expertise, endeavor to contribute towards the Company's sustainable growth and improvement in its medium- to long-term corporate value by making comments from an expert's point of view through attendance at meetings of the Board of Directors and other bodies in charge of strategic management as well as major advisory committees.

From among the 11 Directors, four Independent Directors have been appointed by the Company. The Company will continue to look into the optimal composition of the Board of Directors based on the Group's management strategies and future discussions at the meetings of the Board of Directors, etc.

(Principle 4.9 Independence Standards and Qualification for Independent Directors)

Please refer to the Company's "Basic Policy on Corporate Governance, Chapter 3. Corporate Governance Structure, 3. Criteria for independence."

(Supplementary Principle 4.11.1 Views on Balance, Diversity, Scale, etc. of the Board of Directors as a Whole)

Please refer to the Company's "Basic Policy on Corporate Governance, Chapter 3. Corporate Governance Structure, 1. Directors and the Board of Directors."

(Supplementary Principle 4.11.2 Concurrent Positions held by Directors and Audit & Supervisory Board Members)

The fact that Directors and Audit & Supervisory Board Members concurrently serve as officers of other listed companies, etc. is shared as a matter to be reported at the meeting of the Board of Directors held in June each year, and efforts are being made to oversee the reasonableness of the number of concurrently-held positions. Cases in which a Director or an Audit & Supervisory Board Member concurrently holds a position in a listed company and cases in which a Director or an Audit & Supervisory Board Member is on an important assignment at the organization in which they concurrently hold a position (e.g., they serve as the chairman of a general incorporated association) are disclosed in the "Matters concerning Company Officers" section in the business report and "Status of Officers" section in the annual securities report.

(Supplementary Principle 4.11.3 Summary of Results of Evaluation of Board of Directors)

The Board of Directors of the Company analyzes and evaluates its own performance with the aim of ensuring its efficacy, with the assistance of outside experts as necessary, and accordingly discloses summaries of such findings. The findings in FY2021 are described below.

(1) Evaluation method

Target: Directors and Audit & Supervisory Board Members (15 people in total)

Period: From January 2021 to February 2021

Method: Self-evaluation method with the involvement of a third party by conducting a questionnaire survey and individual interview outsourced to an outside expert

Specifically, in addition to the annual questionnaire survey, we also conduct individual interviews on a cycle of once every three years.

(a) Questionnaire survey

Rating on a scale of one to five, combined with open responses in 12 categories (76 questions)

[Categories]

- i. Roles and functions of the Board of Directors
- ii. Scale and structure of the Board of Directors
- iii. Management conditions of the Board of Directors
- iv. Structure and roles of the Nominating Advisory Committee
- v. Management conditions of the Nominating Advisory Committee
- vi. Structure and roles of the Remuneration Advisory Committee
- vii. Management conditions of the Remuneration Advisory Committee
- viii. Roles of and support system for Outside Directors
- ix. Roles of and expectations for Audit & Supervisory Board Members
- x. Relationship with investors and shareholders
- xi. Governance structure of the Company and overall effectiveness of the Board of Directors
- xii. Self-evaluation

(b) Individual interviews

Based on the results of (a), individual interviews were conducted for approximately 30–45 minutes to confirm and probe deeper into individual questionnaire survey responses and other matters.

(2) Summary of evaluation findings

Outside expert observations based on the aforementioned questionnaire survey and individual interviews are as follows.

“To sum up the opinions of Directors and Audit & Supervisory Board Members in their responses to the questionnaire survey and individual interviews, although there have been some changes from past Board of Director management methods, such as conducting meetings online due to the spread of COVID-19, discussions remained lively in an atmosphere encouraging the sharing of opinions as the Board promoted further meeting reference material enhancements in an effort to improve Board of Director discussions. On the whole, most held positive opinions indicating that the effectiveness of the Board of Directors was secured to a considerable extent. Further, Directors and Audit & Supervisory Board Members pointed out multiple areas in need of improvement that will enhance the Board’s efficacy, which we assume will be incorporated into future Board deliberations.”

Having taken the outside experts' evaluation seriously, the Board of Directors of the Company discussed the matters pointed out or suggested and decided to reflect the following in managing the Board of Directors going forward.

(a) The Board of Directors Role and Institutional Design

The current institutional design of a company with Audit & Supervisory Board system was deemed appropriate as decision-making and management supervision are executed effectively, thus many were of the opinion that there was no need to transition to a different institutional (a company with audit and supervisory or nominating committees) design. There were also many opinions indicating that, depending on future conditions, the Board should examine transitioning to another institutional design that places more emphasis on the Board of Directors supervisory function.

- Future approach

In light of Nichirei Group management strategies, changes in the business environment going forward and Corporate Governance Code requirements, the company decided to engage in ongoing discussions regarding the role of the Board of Directors, as well as institutional designs most appropriate for executing that role, while continuing to review options including the transition to a company with audit and supervisory or nominating committees.

(b) Board of Directors Composition

While the ratio of outside directors among Board members was evaluated positively as a whole, taking into account Corporate Governance Code revisions and the annual tightening of voting rights execution criteria for institutional investors, many were of the opinion that the appointment of Outside Directors should be increased to one-third or more. Additionally, there were many other opinions exchanged regarding Inside Director composition and Outside Director diversity.

- Future approach

In light of Group management strategies and recent requests from institutional investors to increase the ratio of Outside Directors, the number of Outside Directors was increased by one at the Annual Meeting of Shareholders held on June 22, 2021. In all, 11 Directors, including four Outside Directors, were appointed. Going forward, the Company decided to continue examining Inside Director composition and Outside Director diversity and will without fail consider further increases to the Outside Director ratio over the medium to long term.

(c) Board of Directors administration and meeting materials management

Many opinions were expressed positively assessing the progress made in improving meeting materials in response to paperless initiatives implemented since October 2018. At the same time, there were several respondents who were of the opinion that further improvements were needed regarding the content and offer term of Board of Director meeting materials.

- Future approach

With a view to energizing Board of Director deliberations and improving its efficacy by further innovating and enhancing the content of Board of Director meeting materials and providing information in advance, the Company decided to provide advance meeting materials even earlier than current timing, create opportunities to share required information regarding projects of high importance in advance, and pursue improvements in the format of proposal materials used from 2020 pertaining to investment and financing projects and other specific agenda items, which tend to involve a tremendous amount of proposal materials compared to other meeting materials.

The Board of Directors of the Company considers the opinions obtained through questionnaires and individual interviews and the opinions of external experts based on them. The Board of Directors of the Company has confirmed that a certain level of effectiveness is guaranteed, and that issues recognized in the past are being gradually improved. Going forward, we will continue to periodically conduct evaluations of the Board of Directors on an ongoing basis to boost its effectiveness.

(Supplementary Principle 4.14.2 Policy on Training for Directors and Audit & Supervisory Board Members)

When a Director or Audit & Supervisory Board Member is initially appointed, the individual must take part in training with respect to the Companies Act of Japan, other relevant laws and regulations, management strategies, financial analysis and other such topics as necessary, and even after appointment to such a post, the individual must appropriately take part in training with respect to revisions to legal code and managerial issues. Moreover, the Company must provide explanations to Outside Directors and Outside Audit & Supervisory Board Members overseeing the Group operations, and must inspect major business locations as necessary.

(Principle 5.1 Policy for Constructive Dialogue with Shareholders)

To promote constructive dialogue with its shareholders, the Company establishes an organizational framework and engages in initiatives which involve the following:

- (1) A department specifically dedicated to investor relations (IR department) is established.
- (2) The officer supervising the IR department strengthens ties with each department of Corporate Social Responsibility Headquarters of the holding company.
- (3) The Representative Director and the Directors in charge of investor relations hold financial results briefings twice annually.
- (4) The IR department holds investor briefings, conducts tours of facilities and addresses matters involving press coverage.
- (5) Surveys of shareholders and other investors are conducted by external research organizations, and feedback in that regard is presented at the meetings of the Board of Directors.
- (6) Communication with shareholders is carried out in accordance with the Group Disclosure Policy.

2. Capital Structure

Percentage of foreign shareholders	10% or more but less than 20%
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Status of major shareholders (Updated)

Name	Number of shares owned (shares)	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	21,151,700	15.87
Custody Bank of Japan, Ltd. (Trust Account)	13,660,100	10.25
Nippon Life Insurance Company	5,744,527	4.31
Mizuho Bank, Ltd.	3,813,865	2.86
MUFG Bank, Ltd.	3,406,500	2.56
Mizuho Trust & Banking Co., Ltd.-Retirement Benefit Trusts, Mizuho Bank Ltd. Account, Re-trust Trustee, Custody Bank of Japan, Ltd.	2,799,275	2.10
Nisshin Seifun Group Inc.	2,719,750	2.04
The Norinchukin Bank.	2,675,200	2.01
The Dai-ichi Life Insurance Company, Ltd.	2,323,500	1.74
Custody Bank of Japan, Ltd. (Trust Account 7)	2,280,600	1.71

Controlling shareholder (except for parent company)	—
Parent company	None

Supplementary Explanation (Updated)

- (1) Mizuho Bank, Ltd. submitted a Statement of Large-Volume Holdings (Statement of Changes) in which Asset Management One Co., Ltd. was stated as a joint holder of the Company's shares on February 17, 2021. However, as the Company was unable to confirm the number of shares actually held by them as of March 31, 2021, this shareholding is not taken into account in the above "Status of Major Shareholders."

Name	Number of shares owned (Shares)	Percentage
Mizuho Bank, Ltd. and another company	12,311,340shares	8.79%

- (2) MUFG Bank, Ltd. submitted a Statement of Large-Volume Holdings (Statement of Changes) in which MUFG Bank, Ltd., Mitsubishi UFJ Trust and Banking Corporation, Mitsubishi UFJ Kokusai Asset Management Co., Ltd. and Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. were stated as joint holders of the Company's shares on November 5, 2019. However, as the Company was unable to confirm the number of shares actually held by them as of March 31, 2021, this shareholding is not taken into account in the above "Status of Major Shareholders."

Name	Number of shares owned (Shares)	Percentage
MUFG Bank, Ltd. and three other companies	11,865,209shares	8.48%

3. Corporate Attributes

Listed exchange and market division	Tokyo Stock Exchange, first section
Fiscal year-end	March
Sector classification	Foods
Number of employees (consolidated) as of the end of the previous fiscal year	1,000 or more
Net sales (consolidated) in the previous fiscal year	JPY100 billion or more but less than JPY1 trillion
Number of consolidated subsidiaries as of the end of the previous fiscal year	50 companies or more but less than 100

4. Guideline for Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder, etc.

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5. Other Special Circumstances which may have Material Impact on Corporate Governance

Not applicable.

II. Business Management Organization and Other Corporate Governance Structures regarding Decision Making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation, etc.

Organizational form	Company with Audit & Supervisory Board system
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Directors

Maximum number of Directors stipulated in Articles of Incorporation	11 persons
Term of office of Directors stipulated in Articles of Incorporation	One year
Chairman of the Board of Directors	Chairman (excluding when concurrently serving as President)
Number of Directors (Updated)	11 persons
Appointment of Outside Director (s)	Appointed
Number of Outside Directors (Updated)	4 persons
Number of Independent Directors designated from among Outside Directors (Updated)	4 persons

Relationship with the Company (1) (Updated)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Shizuka Uzawa	From another company											
Mieko Wanibuchi	From another company											
Kuniko Shoji	From another company											
Mana Nabeshima	From another company											

* Categories for "Relationship with the Company"

*"○" indicates that the Director currently falls under the category, or did so recently, and "△" indicates that the Director fell under the category in the past.

*"●" indicates that a close relative of the Director falls under the category, or did so recently, and "▲" indicates that a close relative of the Director fell under the category in the past.

- Executive of a listed company or its subsidiary
- Non-executive director or executive of the parent company of a listed company
- Executive of a fellow subsidiary of a listed company
- A party whose major client or supplier is a listed company or an executive thereof
- Major client or supplier of a listed company or an executive thereof
- Consultant, accountant or legal professional who receives a large amount of money or other property from a listed company other than officer remuneration
- Major shareholder of a listed company (or in cases where the major shareholder is a corporation, an executive of such corporation)
- Executive of a client or supplier of a listed company (which does not correspond to any of d., e., or f.) (this applies only to the Director)
- Executive of a company that has its outside officer(s) appointed by the Company and appoints the Company's outside officer(s) (this applies only to the Director)
- Executive of a company or organization that receives a donation from a listed company (this applies only to the Director)
- Others

Relationship with the Company (2) (Updated)

Name	Designation as Independent Director	Supplementary explanation of the relationship	Reasons for appointment
Shizuka Uzawa	Yes	—	Mr. Shizuka Uzawa has extensive experience as a corporate executive coupled with a wide-ranging knowledge of finance and accounting and, in the interest of Group management, provides opinions and advice during meetings of the Board of Directors and various other internal meetings (including meetings of the Nominating Advisory Committee and Remuneration Advisory Committee). Accordingly, the Company has appointed him as Outside Director in order to continue to take advantage of his experience and knowledge, etc. in the Company's management.
Mieko Wanibuchi	Yes	—	Ms. Mieko Wanibuchi has worked in corporate management for many years and leverages the experience and knowledge acquired through these endeavors to offer opinions and advice during meetings of the Board of Directors and various other internal meetings (including meetings of the Nominating Advisory Committee and Remuneration Advisory Committee) from perspectives that include the product and service purchasing behaviors of consumers. Accordingly, the Company has appointed her as Outside Director in order to continue to take advantage of her experience and knowledge, etc. in the Company's management.
Kuniko Shoji	Yes	—	Ms. Kuniko Shoji has extensive experience as a corporate manager in the pharmaceutical-related industry and broad knowledge of quality assurance and R&D. She also offers opinions and advice during meetings of the Board of Directors and various other internal meetings (including meetings of the Nominating Advisory Committee and Remuneration Advisory Committee). Accordingly, the Company has appointed her as Outside Director in order to continue to take advantage of her experience and knowledge, etc. in the Company's management.
Mana Nabeshima	Yes	—	Ms. Mana Nabeshima has extensive experience in overseas operations and a wide range of insights in the financial field. Accordingly, the Company has appointed her as Outside Director in order to take advantage of her experience and knowledge, etc. in the Company's management.

Establishment of voluntary committee(s) corresponding to nomination committee or remuneration committee

Established

Establishment of voluntary committee, composition of members and attributes of chairman (Updated)

	Name of committee	All committee members (persons)	Full-time members (persons)	Inside Directors (persons)	Outside Directors (persons)	Outside experts (persons)	Other (persons)	Chairman
Voluntary committee corresponding to nomination committee	Nomination Advisory Committee	6	0	2	4	0	0	Outside Director
Voluntary committee corresponding to remuneration committee	Remuneration Advisory Committee	5	0	1	4	0	0	Outside Director

Supplementary explanation

Please refer to [Disclosure based on Principles of Japan's Corporate Governance Code] "(Principle 3.1 Full Disclosure)" above.

Audit & Supervisory Board Members

Establishment of Audit & Supervisory Board	Established
Maximum number of Audit & Supervisory Board Members stipulated in Articles of Incorporation	5 persons
Number of Audit & Supervisory Board Members	5 persons

Cooperation among Audit & Supervisory Board Members, accounting auditor and Corporate Internal Audit Division

At the Company, liaison meetings are held periodically among the Audit & Supervisory Board Members, the accounting auditor and the Group's internal controls division—i.e., Corporate Internal Audit—regarding the execution status of audits, etc. Audit & Supervisory Board Members are present at the site during audits conducted by the accounting auditor as necessary.

Appointment of Outside Audit & Supervisory Board Member(s)	Appointed
Number of Outside Audit & Supervisory Board Members	3 persons
Number of Independent Audit & Supervisory Board Members designated from among Outside Audit & Supervisory Board Members	3 persons

Relationship with the Company (1)

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Yuhiko Saito	Attorney													
Kiyoshi Asahina	Other													
Muneaki Kiyota	From another company							△						

* Categories for "Relationship with the Company"

* "○" indicates that the Audit & Supervisory Board Member currently falls under the category, or did so recently, and "△" indicates that the Audit & Supervisory Board Member fell under the category in the past.

*"●" indicates that a close relative of the Audit & Supervisory Board Member falls under the category, or did so recently, and "▲" indicates that a close relative of the Audit & Supervisory Board Member fell under the category in the past.

- a. Executive of a listed company or its subsidiary
- b. Non-executive director or accounting advisor of a listed company or its subsidiary
- c. Non-executive director or executive of the parent company of a listed company
- d. Audit & supervisory board member of the parent company of a listed company
- e. Executive of a fellow subsidiary of a listed company
- f. A party whose major client or supplier is a listed company or an executive thereof
- g. Major client or supplier of a listed company or an executive thereof
- h. Consultant, accountant or legal professional who receives a large amount of money or other property from a listed company other than officer remuneration
- i. Major shareholder of a listed company (or in cases where the major shareholder is a corporation, an executive of such corporation)
- j. Executive of a client or supplier of a listed company (which does not correspond to any of d., e., or f.) (this applies only to the Audit & Supervisory Board Member)
- k. Executive of a company that has its outside officer(s) appointed by the Company and appoints the Company's outside officer(s) (this applies only to the Audit & Supervisory Board Member)
- l. Executive of a company or organization that receives a donation from a listed company (this applies only to the Audit & Supervisory Board Member)
- m. Others

Relationship with the Company (2)

Name	Designation as Independent Director	Supplementary explanation of the relationship	Reasons for appointment
Yuhiko Saito	Yes	—	Mr. Yuhiko Saito has had a career in the legal profession, while also holding judicial positions in government office. Having worked as an attorney since retiring from public office, he possesses wealth of experience and intricate knowledge as a legal expert. Accordingly, the Company has appointed him as Outside Audit & Supervisory Board Member in order to take advantage of his experience and knowledge, etc. in the Company's audits.
Kiyoshi Asahina	Yes	—	Mr. Kiyoshi Asahina has extensive experience and deep knowledge, etc., having engaged in domestic and overseas operations in administrative fields related to agriculture, forestry and fisheries over many years and been in charge of audits from a standpoint that is independent from the execution of duties. Accordingly, the Company has appointed him as Outside Audit & Supervisory Board Member in order to take advantage of his experience and knowledge, etc. in the Company's audits.
Muneaki Kiyota	Yes	Mr. Muneaki Kiyota used to serve as an executive of Mizuho Corporate Bank, Ltd. (current Mizuho Bank, Ltd.), which is the Company's main bank of account.	Mr. Muneaki Kiyota has extensive experience in and deep knowledge, etc. of corporate management, having served in a number of important positions of financial institutions mainly at overseas locations and subsequently as audit & supervisory board member and director, etc. of a manufacturer for about ten years. Accordingly, the Company has appointed him as Outside Audit & Supervisory Board Member in order to take advantage of his experience and knowledge, etc. in the Company's audits.

Independent Directors and Independent Audit & Supervisory Board Members

Number of Independent Directors and Independent Audit & Supervisory Board Members (**Updated**) 7 persons

Other matters related to Independent Directors and Independent Audit & Supervisory Board Members

The Company has designated all qualifying Outside Directors/Outside Audit & Supervisory Board Members as Independent Directors/Independent Audit & Supervisory Board Members.

Incentives

Implementation of measures to provide incentives to Directors Introduction of performance-linked remuneration system, etc.

Supplementary explanation

Please refer to [Disclosure based on Principles of Japan's Corporate Governance Code] "(Principle 3.1 Full Disclosure) (3) Policies and procedures for determination of remuneration for senior management and Directors by the Board of Directors" above.

Recipients of stock options

Remuneration for Directors

Disclosure of individual Directors' remuneration Remuneration is not disclosed on an individual basis.

Supplementary explanation (**Updated**)

In the annual securities and business reports, the total amount of remuneration is disclosed by distinguishing among Directors (excluding Outside Directors), Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members) and Outside Directors/Outside Audit & Supervisory Board Members

Policy on determining amount or calculation method of remuneration Established

Disclosure of policy on determining amount or calculation method of remuneration

Please refer to [Disclosure based on Principles of Japan's Corporate Governance Code] "(Principle 3.1 Full Disclosure) (3) Policies and procedures for determination of remuneration for senior management and Directors by the Board of Directors" above.

Support system for Outside Directors (Outside Audit & Supervisory Board Members)

Materials for the Board of Directors are distributed to each Director and Audit & Supervisory Board Member no later than three days before the Board meeting date.

In cases where internal communication/coordination is required to accurately provide company information in response to instructions from Independent Directors and Independent Audit & Supervisory Board Members, the secretary in charge serves as the point of contact and makes arrangements to enable necessary collaboration with relevant divisions in the Company.

Persons who stepped down from Representative Director and President, etc.

Name and other information of Advisors, Counselors, etc. who were formerly Representative Director and President, etc.

Name	Job title/ position	Description of work	Working arrangement & employment terms (e.g., full/part-time, with/without compensation)	Date of resignation as President, etc.	Term of office
—	—	—	—	—	—

Total number of Advisors, Counselors, etc. who were formerly Representative Director and President, etc. 0

Other information

The Company does not have a system of Advisors (*sodanyaku*) but has established internal regulations for a system of Counselors (*komon*), as there are cases in which a former Representative Director and President, etc. is hired as a Counselor.

Pursuant to these internal regulations, (i) the Counselors' term of office is subject to extension annually, and they must be in charge of activities of industry groups, economic organizations, etc.; (ii) in cases where the Counselors are in charge of external activities that are important to the Group, remuneration must be paid to them; and (iii) at the time of appointment and reappointment of the Counselors, the acceptability of the Counselors' appointment or reappointment, their treatment and other such matters must be decided by the Board of Directors subject to discussion at the Nominating Advisory Committee and the Remuneration Advisory Committee.

No one is currently subject to the system of Counselors.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination, Remuneration Decisions, etc. (Overview of Current Corporate Governance Structure)

Please refer to [Disclosure based on Principles of Japan's Corporate Governance Code] "(Principle 3.1 Full Disclosure)" above.

3. Reasons for Selection of Current Corporate Governance Structure (Updated)

The Company has adopted the company with Audit & Supervisory Board system as its organizational design for running a wide range of businesses under the holding company structure. The Company has appointed four Independent Outside Directors from among 11 Directors. The Company has also appointed three Independent Outside Audit & Supervisory Board Members from among five Audit & Supervisory Board Members.

The Board of Directors and the Audit & Supervisory Board work together effectively to properly supervise and oversee Executive Officers engaged in business execution. Matters decided by the Board of Directors are limited to matters prescribed by law and matters defined by the Company's unique standards, many of which are delegated to the Management Committee, a body composed of Executive Officers, thereby allowing the Board of Directors to concentrate on deciding matters of utmost importance and overseeing business execution by Executive Officers.

Full-time Audit & Supervisory Board Members of the Company, who have extensive knowledge of the Group's business characteristics, cooperate with full-time Audit & Supervisory Board Members of the operating companies to conduct onsite audits at key business establishments throughout the year. Audit & Supervisory Board Members who visited the business establishment and conducted audits or hearings on its status in person present the audit findings according to the actual circumstances of each business. Moreover, after performing an audit, Audit & Supervisory Board Members report the problems and issues identified as a result of the audit to the Audit & Supervisory Board and the Representative Directors and make efforts to enhance the effectiveness of auditing functions. In addition, the Independent Audit & Supervisory Board Members of the Company attend and speak out not only at meetings of the Board of Directors and the Audit & Supervisory Board but also meetings of the body in

charge of strategic management and the Board of Directors' principal advisory committees, in addition to accompanying full-time Audit & Supervisory Board Members when they conduct onsite audits as appropriate.

As described above, the Company is striving to enhance and thoroughly implement corporate governance practices by separating business execution functions from supervision/oversight functions, delegating responsibilities and authority to Executive Officers, ensuring transparency of the decision-making process, and maximizing the auditing functions based on the company with Audit & Supervisory Board system.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Efforts to Vitalize the General Meeting of Shareholders and Smooth Exercise of Voting Rights

	Supplementary explanation
Early dispatch of convening notice of General Meeting of Shareholders	To allow shareholders to fully review the proposals on the agenda at the General Meeting of Shareholders, the Company discloses them on its website, TDnet and ICJ (Tokyo Stock Exchange) no later than four weeks before the Meeting date, and sends the convening notice of the General Meeting of Shareholders no later than three weeks before the Meeting date.
Avoidance of peak day in scheduling of General Meeting of Shareholders	Since the Annual General Meeting of Shareholders held in June 2001, the Company has not held the Meeting on a peak day.
Exercise of voting rights by electronic means	The Company has adopted an electronic voting system by using a website developed by its transfer agent.
Participation in electronic voting platform and other efforts to improve voting environment for institutional investors	The Company participates in an electronic voting platform operated by ICJ, Inc.
Provision of convening notice (summary) in English	The Company prepares the convening notice in English (abridged translation) and posts it on the English version of its website.

2. IR Activities (Updated)

	Supplementary explanation	Explanation by representative
Preparation and publication of disclosure policy	The Company has established the Group Disclosure Policy, which serves as the policy for the appropriate disclosure of information and promotion of constructive dialogue with investors, etc. as part of its efforts to promote corporate governance practices, in addition to complying with laws and regulations related to disclosure of information. Please refer to the Company's website (URL below). https://www.nichirei.co.jp/english/ir/policy.html	
Regular briefings for individual investors	A briefing session is held for individual investors about twice a year.	No

Regular briefings for analysts and institutional investors	A briefing session is held for analysts and institutional investors twice a year, after the announcement of first-half financial results and full-year financial results. In addition to explaining the strategies for key businesses and their progress as well as performance forecasts, the Company sets aside time for responding to questions. For the first and third quarters, the Company holds a teleconference focused on explaining the financial results and responding to questions. Main questions and answers are posted on the Company's website.	Yes
Regular briefings for overseas investors	The Company exchanges opinions with institutional investors primarily in North America and Europe regarding the explanation of management strategies, performance forecasts, etc.	No
Posting of IR materials on website	Please refer to the "Investor Relations" section of the Company's website (URL below). https://www.nichirei.co.jp/english/ir	
Establishment of department and/or person in charge of IR	Investor Relations, Group Communication	

3. Efforts to Respect Stakeholders' Standpoint

	Supplementary explanation
Stipulations on respecting the standpoint of stakeholders in internal regulations, etc.	For details, please refer to the Company's "Basic Policy on Corporate Governance, Chapter 2. Stakeholder Relations."
Implementation of environmental conservation activities, CSR activities, etc.	The Group is acting as one to promote initiatives for CSR activities, having established its basic CSR policy "The Nichirei Pledge." For environmental conservation activities, please refer to The Nichirei Group's Environmental Policy (URL below). https://nichirei.disclosure.site/en/themes/85 For details of the above CSR activities and environmental conservation activities, please refer to Nichirei Integrated Reports and the Company's website (URL below). https://nichirei.disclosure.site/en/themes/142
Development of policies to provide information to stakeholders, etc.	The Company aims to build longstanding relationships of trust with its various stakeholders, and in accordance with the Group Disclosure Policy, communicates information deemed necessary to them with respect to both statutory and voluntary disclosure, in a prompt, accurate and impartial manner. To engage in constructive dialogue with its shareholders, the Company strives to disclose decision-useful information, including non-financial information, in an appropriate and timely manner through various communication tools such as its corporate website (URL below) and Integrated Reports. https://www.nichirei.co.jp/english/ir/integrated

Other

In its basic CSR policy "The Nichirei Pledge," the Group has specified "Continually enhance our workplaces" as one of its priority initiatives, and explicitly declared: "While promoting respect for the diversity of our employees, we continuously improve the workplace environment to enable every employee to make the most of their abilities and work with enthusiasm." In our view, it is important to "respect the dignity of each individual and their right to a full personal life," "provide opportunities for the development and manifestation of skills, and implement a reward system based on ability, effort, and results," and "prevent discrimination based on gender, age, education, race, or religion, and provide equal opportunity."

As a guide to promoting the development of workplace environment, provision of opportunities and enhancement of workplaces based on such view, we established "The Nichirei Group Workplace Improvement Policy" in April 2017. Targets based on the Policy are set for each operating company, and measures are formulated and executed accordingly. The Group Human Resources Committee and Diversity Promotion Council each hold a meeting twice a year, where they confirm the progress, etc. to develop an environment in which each and every employee can fully demonstrate their diverse values.

◆ **The Nichirei Group Workplace Improvement Policy**

1. Enable diverse working styles
 - (1) Provide working condition options
 - (2) Set up systems to prevent disruption of employee careers
2. Prevent excessive working hours
3. Ensure equal opportunity
 - (1) Promote the advancement of female employees
 - (2) Provide stimulating employment opportunities for people with disabilities
 - (3) Create employment opportunities for older people

The Company's approach to its employees is disclosed on its website (URL below).
<https://nichirei.disclosure.site/en/themes/124>

IV. Matters Related to the Internal Control System, etc.

1. Fundamental Views on Internal Control System and the Progress of System Development

The Group recognizes that developing and operating an internal control system to facilitate operational effectiveness and staff ability, ensure the accuracy of financial reports, comply with laws and regulations pertinent to our business, and to protect assets, and safeguard its assets will translate into higher corporate value.

In terms of "the development of systems necessary to ensure that the execution of the duties by the directors complies with the laws and regulations and the articles of incorporation, and other systems prescribed by Ministry of Justice Order as systems necessary to ensure the properness of operations of a Stock Company and operations of group of enterprises consisting of the Stock Company and its Subsidiary Companies" pursuant to the Companies Act of Japan, the Company has established the basic policy for its internal control system as follows. We will endeavor to improve the policy by reviewing it annually to adapt to changes in the business environment, etc.

◆ **The Company's basic policy for internal control system**

1. Compliance with the law and internal regulations

- 1) The Company, in accordance with the Group's management principles and code of conduct, shall comply with the laws, regulations, and its articles of incorporation, refrain from dishonest or antisocial corporate activities, and ensure that competition is fair.
 - 2) As the holding company, the Company shall manage the Group and strengthen corporate governance by establishing, implementing, maintaining internal controls for the entire Group; formulate business strategies for the Group; conduct internal Group audits; monitor business companies; and facilitate the joint procurement of assets.
 - 3) The Company shall ensure its disclosures are prompt, accurate, and fair, based on the Group's accounting regulations. It shall be accountable to shareholders and investors on an ongoing basis, while ensuring the transparency of corporate information.
 - 4) The Company shall establish a Group auditing department that, based on the Group's in-house audit regulations, shall audit Group company controls.
 - 5) The Company, in order to handle reports and consultations by employees concerning acts that may violate corporate ethics, shall establish an in-house reporting system (a hotline) that protects whistleblowers. Every effort shall be made to discover and correct violations of the system at an early stage, and ensure compliance.
 - 6) The Company, in accordance with guidelines regarding the Board of Directors, office structures, and other internal arrangements, shall establish systems for appropriate and efficient execution of duties, based on rules regarding management authority and decision-making.
2. Managing information on Company, subsidiary directors
- 1) The Company shall properly record, retain, manage, and preserve minutes of the Board of Directors meetings, documents for circulation, and other information regarding execution of duties, in accordance with the law, as well as internal regulations regarding the Board of Directors, Group document management, and information security management.
 - 2) The Company, based on Group regulations concerning Group management, Group materials for discussion or circulation, and other Group arrangements, shall receive reports on matters regarding the execution of duties by directors and employees of subsidiaries.
 - 3) The Company's directors and Audit & Supervisory Board Members shall be able to directly examine and/or copy any information regarding execution of duties that has been electronically recorded, retained, managed, or preserved by the Company's departments.
 - 4) When requested by a director or Audit & Supervisory Board Members, the Company's departments shall promptly provide or submit for inspection the specified information.
3. Risk management of Company, subsidiary losses
- 1) Based on the Group's risk management regulations, the Company shall identify and evaluate Group risks through the Group Risk Management Committee, and establish a risk management framework for the Group.
 - 2) The Company and its businesses, reflecting the risk management cycle, shall voluntarily and independently respond to corporate activity-related risks. Important matters shall be reported to the holding company's Board of Directors, and the response discussed.
 - 3) Based on the Group's risk management regulations, the Company shall respond promptly and appropriately in the event of a disaster, accident, incident, or other crisis that threatens business continuity.
4. Group duties of Nichirei, subsidiaries (besides those in 1-3 above)
- 1) To realize the mission and vision of the Nichirei Group, the Company, as a holding company, shall propose, decide, and implement Group strategies, allocate business resources, conduct monitoring and risk management for the entire Group, and fulfill the responsibilities of a publicly traded company.
 - 2) As the CSR headquarters, the Company has a corporate staff division that supports the Board of Directors, an internal auditing division that monitors the Group, as well as the Group R&D and quality assurance divisions.
 - 3) Each business company shall serve as an independent company (fulfilling the functions of planning, development, production sales, management, and administration), increase the independence of their

respective organizations through their presidents, and adapt to the business environment to respond quickly to market demands.

- 4) Transactions between the Company and its business companies shall be based on accounting principles, tax laws, and other internal regulations.

5. Exclusion of antisocial forces

- 1) The Company, keenly aware of its corporate social responsibility, shall prohibit any submission to, or collusion with, antisocial forces that threaten the order and safety of civil society, and shall resolutely respond thereto.

6. Audit & Supervisory Board Members and independence of employees

- 1) The Company shall establish a Group internal audit department, and maintain systems that allow Audit & Supervisory Board Members to execute audits more effectively and efficiently, including holding regular liaison conferences with Audit & Supervisory Board Members.
- 2) The Company shall assign specialist staff at the behest of the Audit & Supervisory Board. Personnel assignments shall be decided by consultation between the Board of Directors and Audit & Supervisory Board, with attention given to independence from directors and ensuring of the effectiveness of directives from Audit & Supervisory Board Members.

7. Systems for reporting to Audit & Supervisory Board Members

- 1) The Board of Directors and employees shall report to Audit & Supervisory Board Members, without delay, should they become aware of either a serious violation of laws or internal regulations in the execution of their duties, or any facts that could, or do, have the potential to cause the Company substantial harm.
- 2) Directors and employees shall report immediately, to Audit & Supervisory Board Members, decisions that may seriously impact business or the organization, and the results of internal audits.
- 3) Directors, Audit & Supervisory Board Members, and employees of subsidiaries with knowledge of facts that could have a serious impact on the Group's internal controls, or persons who have received reports from such persons, shall report such to Audit & Supervisory Board Members without delay.
- 4) The Company and its businesses shall protect people reporting to Audit & Supervisory Board Members, to ensure that the reports do not lead to adverse treatment.

8. Ensuring compliance of Audit & Supervisory Board Members

- 1) To enable Audit & Supervisory Board Members to adequately perform their functions, the representative director shall arrange for the Audit & Supervisory Board. to receive regular reports on, for example, the status of business, quite apart from briefings on similar topics going to the Board of Directors.
- 2) The Board of Directors shall ensure that Audit & Supervisory Board Members attend important meetings regarding the Company's business to ensure it is appropriately conducted.
- 3) Once requested by the Audit & Supervisory Board Members, and unless a request is unreasonable, the Company shall provide prompt advance payment, or reimbursement, for expenses incurred by the Audit & Supervisory Board Members in the execution of their duties.

2. Fundamental Approach to and Preparedness for Eliminating Anti-Social Forces

◆ Fundamental approach to eliminating anti-social forces

The Group has set forth in its Code of Conduct that the Group, keenly aware of its corporate social responsibility, shall prohibit any submission to, or collusion with, antisocial forces that threaten the order and safety of civil society, and shall resolutely respond thereto.

◆ Preparedness for eliminating anti-social forces

The above Code of Conduct and a collection of examples of how to respond to anti-social forces, including refusing to provide any favors to them, are posted on the Group's corporate ethics database. In addition, a manual on how to deal with daily risks has been created, and education/training is conducted to enable employees to take appropriate action in accordance with the manual in the event of an incident.

Also, the Human Resources Strategy & General Affairs Department is working to mitigate the risks of anti-social forces by such means as collecting and managing information on unwarranted demands.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of anti-takeover measures	Not adopted
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Supplementary explanation

◆ Basic Policy on the Control over the Stock Company

1. Basic Policy

In the event that the Company receives an acquisition proposal from anyone coming forward to propose the acquisition of the Company's shares, etc., we believe that the decision of whether or not to sell the Company's shares in response to such a proposal should ultimately be left to our shareholders. We also believe that, in order for shareholders to make an appropriate decision, it is important that shareholders are provided with sufficient information on the acquisition proposal as well as the opportunity to look into the possibility of alternative proposals, etc.

Having declared the Group's Mission to "Focus on Lifestyles, and Provide True Satisfaction" in the Nichirei Management Principles, our Vision is to continue to support good eating habits and health by leveraging our state-of-the-art manufacturing practices that optimize nature's bounty, along with our leading-edge logistics services. If the acquisition proposal places importance exclusively on short-term economic efficiency and is incongruent with such Management Principles, Vision and medium- to long-term management policy of the Group, we believe shareholders need to make a decision after obtaining sufficient information in order to prevent the impairment of the Company's corporate value, and in turn, the common interests of its shareholders.

2. Specific Efforts to Implement the Basic Policy

(1) Special efforts to implement the basic policy

For a period of three years from April 2019, the Group has been working on the Medium-term Business Plan "WeWill 2021." While accurately gauging the changes in the operating environment, we aim to realize sustainable profit growth and the creation of new value that supports a good dietary life and health, underpinned by capital expenditures to drive growth and strengthen the business foundation especially in the processed foods and logistics businesses.

On the financial front, capital from operating cash flow and asset liquidation will be used for investments to maintain and enhance corporate value, and for shareholder returns through dividends and stock buy-backs. The basic policy for shareholder returns is to maintain a stable dividend based on the consolidated dividend on equity (DOE) ratio, and to conduct flexible stock buy-backs in consideration of capital efficiency and the market environment.

(2) Efforts to prevent an inappropriate person/entity from gaining control in light of the basic policy

The Group is engaged in the businesses of processed foods, marine products, meat and poultry products, logistics, real estate and others. For the expansion of its physical business activities, the Group conducts businesses worldwide through its subsidiaries and business establishments. Management of the Group is based

on extensive knowledge of and a wealth of experience in these multiple businesses and relationships with customers, employees and clients/suppliers around the world; shareholders need to gain a sufficient understanding of these matters when deciding whether or not to accept the acquisition proposal made by the proposer.

The Company strives to provide information to shareholders by proactively engaging in investor relations (IR) activities on a day-to-day basis. In order for shareholders to properly decide whether or not to accept the acquisition proposal by the proposer, provision of appropriate and sufficient information by both the Company and the proposer (i.e., description of the Group's management policy and business plan contemplated by the proposer, the impact of the acquisition proposal on shareholders of the Company and the management of the Group, the impact on many stakeholders of the Group, approach to social responsibility and other information from the proposer) will be indispensable, in addition to securing the time needed for shareholders to examine the proposal to decide whether or not to accept it. Depending on the circumstances, the Company may look into the possibility of an alternative proposal and put it forward to shareholders, allowing shareholders to choose a better proposal from the viewpoint of the Company's corporate value, and in turn, the common interests of shareholders.

The Company will take appropriate measures to the extent permitted by the Financial Instruments and Exchange Act, the Companies Act and other relevant laws and regulations—including requiring the proposer to provide necessary and sufficient information for shareholders to properly decide whether or not to accept the acquisition proposal, disclosing the opinions, etc. of the Board of Directors of the Company, and endeavoring to secure the time and information needed by shareholders to examine the proposal—and continue to make efforts to ensure and improve its corporate value and the common interests of shareholders.

2. Other Matters Concerning Corporate Governance Structure, etc.

◆ Overview of timely disclosure system

1. Basic policy for timely disclosure of company information

As its basic policy, the Company aims to build longstanding relationships of trust with its various stakeholders, and in accordance with the Group Disclosure Policy, communicates information deemed necessary to them with respect to both statutory and voluntary disclosure, in a prompt, accurate and impartial manner.

2. Internal system for timely disclosure

- Information collection process

With the aim of collecting information subject to timely disclosure in a comprehensive and swift manner, timely disclosure standards have been established as part of the Company's "Group Proposal and Request Circular for Approval Standards", measures to be taken upon the occurrence of an important event have been described under the "Group Disclosure Policy" and efforts are being made to instill them thoroughly among employees.

Each department of the Corporate Social Responsibility Headquarters of the Company collects information in collaboration with subsidiaries on a daily basis, and a system is in place to make a report to the information handling manager and the department in charge of disclosure if a significant event arises.

- Analysis and determination process

The information handling manager and the department in charge of disclosure check and analyze the content of the collected information, and whenever necessary, make a report to the Representative Directors after checking with the consulting lawyer and the accounting auditor. If timely disclosure is deemed necessary, the materials subject to timely disclosure are put forth for discussion at the meeting of the Board of Directors after ensuring their legality and accuracy.

- Process to release information to the public

The Board of Directors decides the specifics, etc. of timely disclosure, and the department in charge of disclosure carries out the procedures to release the information to the public.

(Reference Materials)

(1) Diagram of Corporate Governance Structure

(As of June 22, 2021)



