December 9, 2024
GMO Financial Gate, Inc.

ESG Initiatives（FY2024)

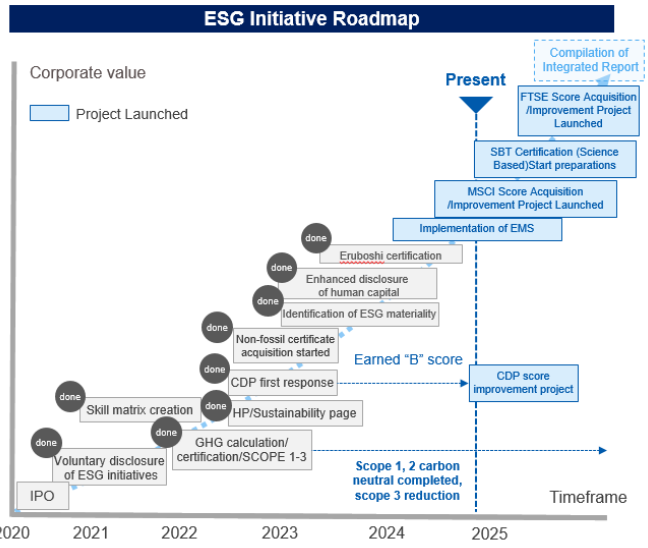
As a consolidated company of GMO Payment Gateway, Inc., a member of the GMO Internet Group, GMO Financial Gate, Inc. (hereinafter referred to as "our group"), which operates a face-to-face cashless payment platform, provides cashless payment services to create a more convenient society, based on our corporate philosophy of "supporting customers' value creation with a high level of expertise."

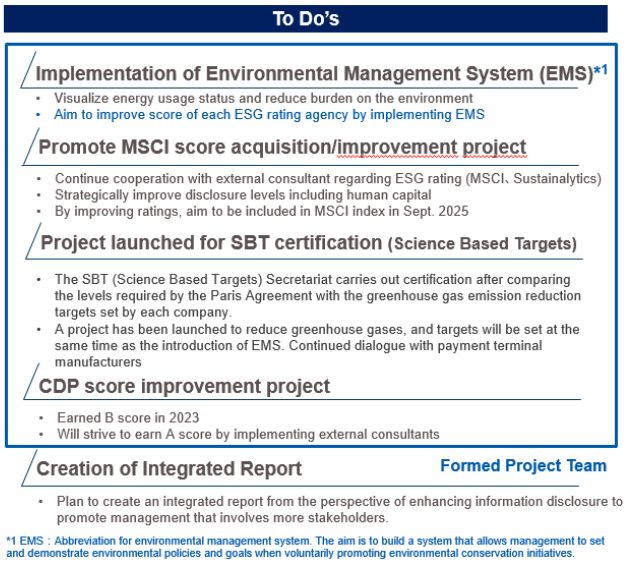
In addition, based on the idea that “a company is made up of its people,” all executives and employees share the vision of “becoming the No. 1 cashless platform that transforms payments and changes society. We will provide convenient payment infrastructure and contribute to the advancement of cashless payments in Japan.

For our group’s executives and employees, we support their growth as “people” through human resource development and welfare programs, and we are building an organization that moves forward together with us toward the realization of our management goals.

ESG Roadmap and To-Dos

With an eye on continuing to improve corporate value and step up in the future, we are actively working to strengthen our governance system, promote sustainability, and disclose information. In August 2024, we received Eruboshi Certification (2 stars), a company certification that promotes women's active participation by the Ministry of Health, Labor and Welfare. Additionally, we have introduced an EMS (Environmental Management System) *1 in an effort to improve our scores with ESG rating agencies.





Materiality

To meet the expectations of our stakeholders, based on the "GMO-ism*" shared by the GMO Internet Group, and based on our corporate mission of "transforming payments and becoming the No. 1 cashless platform that changes society," We have identified materiality (important issues) that should be prioritized.

By addressing these important issues, we will realize a society with a lower environmental impact, respond to the declining workforce, revitalize local communities, and create diverse payment styles for consumers by promoting cashless payments in the face-to-face payment market. We aim to both continue contributing to solving social issues and increasing our corporate value.

* GMO-ism refers to the "Spirit Venture Declaration," which is the unchanging goal of the GMO Internet Group. In addition to the “55-year plan,”' it is a general term for the company motto and motto that expresses “executive principles'” and “laws of victory”'

Materiality and identification process

While referring to international indicators such as SASB Standards* , GRI Standards* , and SDGs, and based on the contents of our securities reports, etc., we identify social issues that are highly relevant to our business that have been extracted. We evaluated the importance from both stakeholder and company business perspectives, and after discussion by the management team, including outside officers, the Board of Directors passed a resolution and identified materiality (important issues).

*SASB Standard: Sustainability Accounting Standards Board
Standards for standardizing non-financial information disclosure published in 2018 by the Standards Board.
*GRI Standard: International standards established by the (Global Reporting Initiative).
Used to publicly report on an organization's economic, environmental, and social impacts.

Materiality (important issues) in GMO Financial Gate

			Materiality(important issues)	Contribution to the SDGs
Social Responsibility	1	Infrastructure & Security	**Provide safe and secure face-to-face cashless payment infrastructure** Stable operation of cashless platforms that have become social infrastructure with the spread of cashless payments. The company operates its business with security in mind, providing a highly professional, secure, and safe face-to-face payment infrastructure. Specifically, we provide great peace of mind and high convenience in terms of safety for both consumers and merchants in terms of crime risk, operational efficiency and management costs, and environmental impact reduction in comparison to cash.	
	2	Decarbonization & Environment	**Provide payment terminals that are environmentally friendly** A survey showed that cashless payment emits about 1/3 of CO2 emissions compared to cash payment, and we recognize that our business has a great social significance. We also aim to continuously reduce CO2 emissions in the supply chain based on life cycle assessments, for example by using environmentally friendly materials for the payment terminals we purchase and sell through discussions with our suppliers.	
	3	Business Innovation	**Promoting cashless transactions by incorporating technological advancements** As the working population declines and the birthrate declines and the population ages, cash payments are becoming increasingly costly to handle for both consumers and merchants. Providing new payment experiences for consumers and efficient operations for merchants through self-checkout and unattended checkout machines, etc.	
Management System	4	Human Resources Human Rights	**Secure highly specialized human resources and strengthen investment in their training** In order to stably provide a safe and secure cashless payment infrastructure, it is essential to have excellent human resources to support it. In order to provide a rewarding and growth-enhancing environment, we promote diversity by welcoming diverse human resources with high levels of expertise regardless of age, nationality, gender, language, etc. In addition, we have established various internal systems and training programs that enable diverse human resources to work immediately and actively to achieve inclusive corporate management.	
	5	governance	**Establishment of a fair and equitable governance structure** In order to meet the increasing expectations of stakeholders, we are promoting the establishment of a system in line with the Corporate Governance Code to enhance the transparency and soundness of management. Reinforced governance structure through the establishment of voluntary special committees, etc. that contribute to strengthening the risk management system, in addition to reinforcing independent outside directors	

Implementation of Environmental Management System (EMS)*

We have introduced an environmental management system* (hereinafter referred to as EMS) as part of our governance of sustainability-related risks and opportunities, and the Board of Directors monitors the status of its efforts by receiving regular reports. We also aim to improve the scores of ESG rating agencies such as CDP, MSCI, and Sustainalytics.

*Environmental management system: The purpose of this system is to create a system that allows management to set and demonstrate environmental policies and goals in order to independently promote environmental conservation initiatives.

CDP Score: B earned

We achieved a "B" score in the CDP evaluation, primarily among prime companies, exceeding the industry average, Asia average, and global average. Moving forward, we will strive to improve scores in areas with lower ratings and aim to achieve an "A" score.

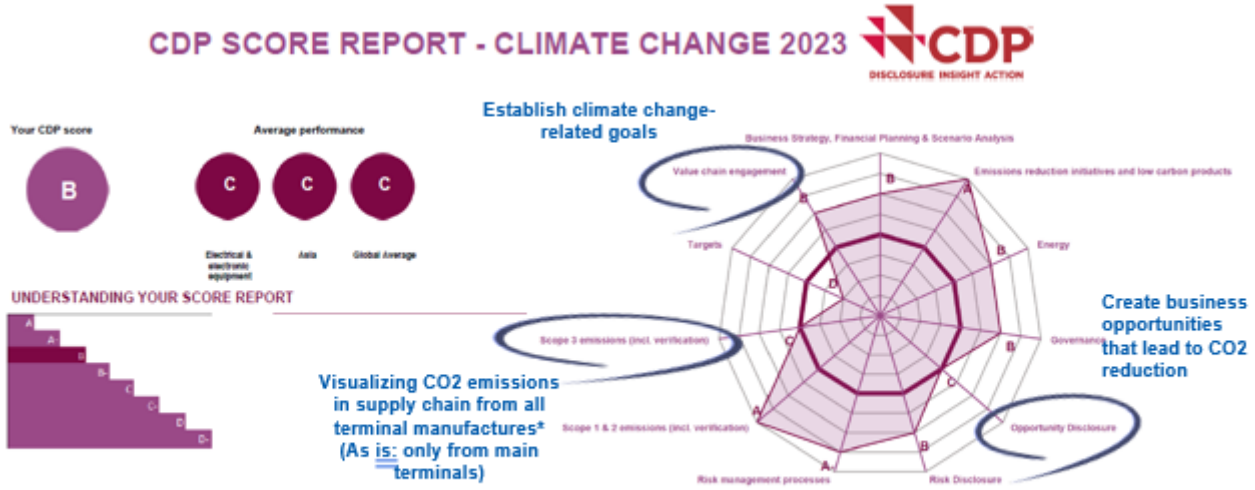
What is CDP

Non-government organization for global warming countermeasures. Sends out a questionnaire to leading companies around the world on topics such as greenhouse gas emissions, business risks and opportunities due to climate change, and evaluates companies' responses to climate change issues based on their responses. Ratings are given in 8 stages: A, A-, B, B-, C, C-, D, D- (B rating is third from the top

B Score

A score of "B" is considered to be at the management level, and indicates that the company has been evaluated as “taking coordinated action on climate issues”

- While our industry average, Asia average, regional average, and global average are "C", we are a TSE growth market company and has a "B" score that exceeds these standards
- We will continue to strive to enhance disclosed information and aim to obtain an A score



For details, refer to See the release "February 13, 2024 CDP 'Climate Change Report 2023' Receives 'B' Score Rating" URL:https://gmo-fg.com/news/20240213_cdpsucoanintei.pdf

Environment

Management's commitment to the environment

Under the ``GMO-ism'' shared by the GMO Internet Group, our company aims to contribute to the realization of a sustainable society with the vision ``When payments change, the world changes.''

In order to become a company that is trusted as a member of a sustainable society, we have been working to strengthen and enhance governance based on the characteristics and stage of our business even before we went public. Now that we have become a listed company and a public entity of society, we place emphasis on growing sustainably together with society in a situation where environmental and social issues are becoming more serious.

As a platform company that creates next-generation payment formats, we work with alliance partners such as terminal manufacturers, payment machine/vending machine manufacturers, and other suppliers, and strive to conduct business activities that are environmentally friendly. We want to be a presence that has a positive impact on the whole.

Together with the stakeholders who support our business activities, we will contribute to the growth of our customers and the realization of a society that can sustain sustainable growth while working to resolve social issues, and achieve sustainable high growth and increase our corporate value.

Environmental policy

As a leading company in the payment industry, we are promoting payment services such as cashless payments that eliminate the need for cash and digitization of billing that eliminates the need for paper transfer forms. In addition, we are working to reduce GHG emissions from our business and supply chain by introducing substantially renewable energy into the electricity at data centers that process payment data and promoting supplier engagement. Through such environmentally friendly business operations, we strive to reduce the environmental burden on our customers and society, and aim to transform to a decarbonized society and realize a sustainable society.

The person in charge of the environmental management system on the Board of Directors is the Director and General Manager of Corporate Support Division, who is in charge of ESG promotion, and is responsible for reflecting all environment-related issues in the Company's business strategies and goals.

The management team, including the President and Representative Director, and the Corporate Planning Department, which serves as the EMS promotion secretariat, discuss policies regarding sustainability activities, deliberate on plans, and review progress, and report business progress to the Board of Directors. We are promoting measures based on the feedback received.

Setting environmental goals and achievement indicators

Our company is promoting initiatives to reduce GHG emissions in order to contribute to the realization of a sustainable society. In the fiscal year ending September 2022, we will introduce substantially renewable energy to power the main data centers that consume most of the electricity in our business, and in the fiscal year ending September 2023, we will reduce the GHG emissions of our own operations, including other data centers and offices. We have achieved our goal of reducing the amount (Scope 1, 2) to virtually zero. We will continue to achieve net zero GHG emissions (Scope 1 and 2) for the fiscal year ending September 2030.

Regarding GHG emissions (Scope 3) derived from our supply chain, we will reduce Scope 3 emissions (Category 1, 11) per operating payment terminal by 55% compared to the fiscal year ending September 2021 by the fiscal year ending September 2030. I set a goal. This target is a target value based on the Paris Agreement.

To achieve this goal, we are working on supplier engagement to reduce GHG emissions (Categories 1 and 11) related to the purchase and use of payment terminal products, which account for the majority of GHG emissions (Scope 3).

Specifically, we are conducting dialogue with payment terminal manufacturers to appropriately measure and reduce GHG emissions related to terminal manufacturing and power consumption during face-to-face payments.

Examples of business operations that take environmental impact into consideration

・Use of recycled paper for receipts (roll paper) when using each payment terminal
・Providing an electronic storage service for sales slips that reduces receipts (rolled paper)
・Use of environmentally friendly materials for payment terminal parts
・We repair payment terminals returned from member stores to ensure that they are of the same quality as new products, and provide alternative terminals in the event of a malfunction.

Reuse as (refurbished terminal)

・Newly established Supply Chain Promotion Department, strengthened supply chain management for payment terminals, paper rolls, etc.

Social

Human resources

We believe that in order to stably provide a safe and secure face-to-face cashless payment infrastructure, it is essential to have excellent human resources to support it. As a member of the GMO Internet Group, our behavioral guidelines, the Spirit Venture Declaration, states, ``Eliminate all forms of discrimination, including race, nationality, gender, educational background, language, and religion. Merit-oriented.'' We promote diversity by welcoming diverse human resources, and strive to realize equal opportunity and inclusive corporate management by establishing various in-house systems and training systems so that diverse human resources can play an active role immediately. I'm coming. Aiming to create an environment in which each partner, who is the source of growth, can demonstrate their abilities to the fullest, we foster a culture of open feedback through 360-degree evaluations and continuous 1-on-1 meetings with superiors, and provide training for managers and leaders at each level. We have introduced external e-learning designed to provide tailored training and skill up/reskilling, and utilize third party knowledge such as stress checks and engagement surveys to discover and resolve risks.

Human resource development/welfare system

(Career design system)
A system in which each person declares how they think about their career and provides advice and support regarding career development.

(360 degree multifaceted evaluation system)
A system that allows partners to anonymously evaluate their superiors.

(Countermeasures to the falling birthrate)
Funds and benefits at each stage from marriage to childcare, special working conditions.

(Eruboshi)
In August 2024, we received Eruboshi Certification (2 stars)*, a company certification that promotes the active participation of women by the Ministry of Health, Labor and Welfare.

*Eruboshi Certification is a system that certifies companies that meet certain standards and have excellent status regarding promotion of women's advancement, based on the Act on Promotion of Women's Participation and Advancement in the Workplace.

Work style reform

Based on the idea that a company is a place where people are nurtured, all partners share the same vision for providing a place where they can maximize their abilities and for the organizational growth of the business and the company, and we are continuously

working to reform the way we work, including the development of our own human resource development system and welfare programs. Specifically, we are working to reform work styles by promoting a telework work system that takes into consideration the safety of executives and employees, promoting the use of maternity and childcare leave, encouraging shorter working hour systems for childcare, and providing opportunities for reemployment after retirement.

Promotion of employment of people with disabilities

We promote the creation of a comfortable work environment by accepting diverse human resources. Under the special certification system for affiliated companies, we are striving to employ people with disabilities through collaboration with GMO Internet Group company "GMO Dream Wave".

Governance

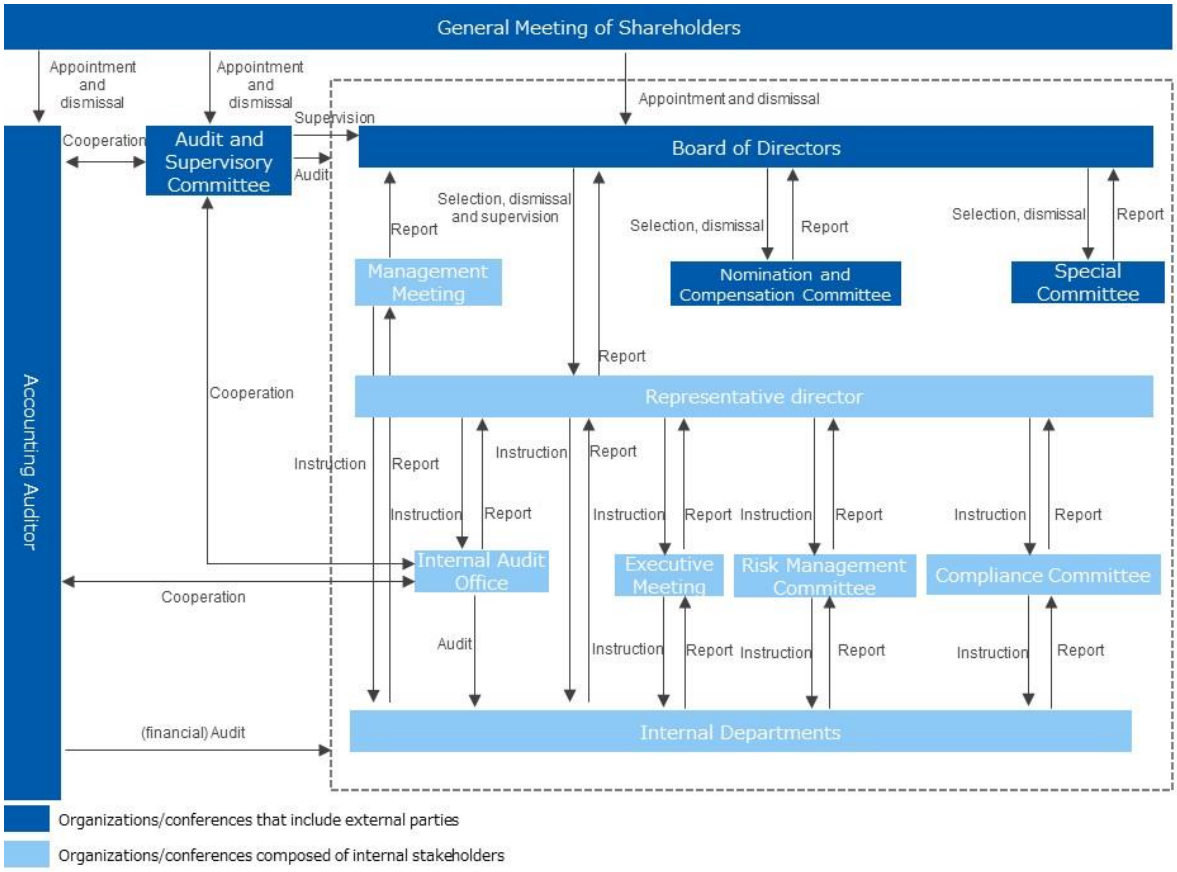
Basic way of thinking

Our group aims to achieve fair and transparent management. To achieve this, we will build good relationships with all stakeholders, including our shareholders, customers, business partners, local communities, and employees, and promote management activities that aim to improve the group's corporate value from a long-term perspective.

Management efficiency, soundness, and transparency are essential to increasing the group's corporate value, and we believe that these are the basic elements of corporate governance and recognize them as important management issues. To this end, we are working to enhance corporate governance in compliance with laws and regulations by establishing a decision-making system that responds quickly and appropriately to changes in the business environment and a fair, transparent, and efficient business execution system, while maintaining appropriate relationships with all of our stakeholders.

In order to further enhance corporate governance by strengthening the supervisory function of the Board of Directors, the Company will transition to a company with an audit and supervisory committee at the Ordinary General Meeting of Shareholders to be held on December 17, 2023.

Corporate Governance Structure Chart



Board of Directors

The Board of Directors consists of nine directors (including four outside directors) and is positioned as the highest decision-making body to deliberate and decide on basic management policies, important decisions, and important matters stipulated by law. In principle, the Board of Directors meets once a month, and when important proposals arise, the meeting is held as necessary. The Company's Articles of Incorporation stipulate that the Company shall have no more than 11 directors.

Audit and Supervisory Committee

The Audit Committee consists of four members (including four outside directors) who are Audit Committee members, and in principle meets once a month, and other times as necessary. The Audit Committee members audit the execution of duties by directors (excluding those who are Audit Committee members) by attending meetings of the Board of Directors and other important meetings and by investigating business and financial conditions.

Management Meeting

The Management Meeting has been established as a body to deliberate and make decisions on important management matters that do not fall under the criteria for approval by the Board of Directors, thereby creating a system that enables flexible management decision-making. The Management Meeting is composed of executive directors and meets twice a month in principle, or as necessary.

Nomination and Compensation Committee

The Nomination and Compensation Committee is a voluntary committee concerning the nomination and compensation of directors and consists of five directors (including three outside directors). In principle, the Nomination and Compensation Committee meets four times a year. As an advisory body to the Board of Directors, the Nomination and Compensation Committee deliberates on director selection policies and compensation amounts from an objective and fair perspective, and reports to the Board of Directors.

Special Committee

The Special Committee is an advisory body to the Board of Directors and consists of four independent outside directors. The committee deliberates and reviews important transactions and actions that conflict with the interests of controlling shareholders and minority shareholders in order to protect the interests of minority shareholders and strengthen the governance of the Board of Directors.

Executive Meeting

The Executive Meeting, consisting mainly of executive directors and corporate officers responsible for business, meets once a week in principle to share the status and schedule of each business unit activity, align the vector of management activities under the direction of management, and ensure speedy business management and flexible organizational response.

Internal Audit Office

The Internal Audit Office has been established to conduct internal audits, and under the direction of the Representative Director, conducts necessary audits and investigations on a regular basis to extensively verify the appropriateness and efficiency of business execution and the status of compliance with and maintenance of the risk management system. The results are reported to the Representative Director, who manages the progress of the internal audit and other functions, and the results are reflected in the management. The Internal Audit Office has one full-time manager, and in accordance with the Internal Audit Regulations, employees outside the Internal Audit Office can be temporarily appointed as audit staff as needed to provide support.

Accounting Auditor

The Company has entered into an audit contract with EY Ernst & Young ShinNihon LLC, and in addition to regular accounting audits, the Company consults with and reviews important accounting issues as needed. There are no special interests between the Company and EY Ernst & Young ShinNihon LLC or its designated and engagement partners who audit the Company. No auditor has been with the Company for more than seven 7 years.

Risk Management Committee

The committee is chaired by a person appointed by the President and Chief Executive Officer and includes risk management managers and risk managers from each department. The Risk Management Committee meets one times a year and whenever necessary. Led by the person in charge of risk management, the committee examines preventive measures to deal with risks surrounding the Company's management, including information leaks and disaster response, and conducts activities such as reviewing necessary business rules, improving information systems, and thoroughly educating employees. In addition, the Company has publicized and thoroughly enforced a reporting system within the Company in the event of an emergency situation.

Compliance Committee

We have established a Compliance Committee in order to achieve management efficiency in harmony with our management philosophy, further increase shareholder value, and fulfill our corporate social responsibility through fair management based on compliance with laws and regulations. In principle, the Compliance Committee meets twice a year to ensure proper business operations with an emphasis on protecting the interests of users of the Company's services, conducting fair transactions, developing a compliance framework, establishing an internal control system, and properly disclosing the status of management.

Executive compensation

The Company believes that the role of directors (excluding those who are members of the Audit and Supervisory Committee) is to enhance corporate value by formulating management policies and strategies for the entire Group, executing operations, and advising and supervising the execution of operations by employees. The Company believes that the role of directors (excluding those who are members of the Audit Committee) is to enhance corporate value by formulating management policies and strategies for the Group as a whole, executing operations, and advising and supervising employees in the execution of their duties. Based on this, the remuneration of directors (excluding those who are members of the Audit and Supervisory Committee) shall be determined based on their contribution to the Company and their performance. The Board of Directors determines the remuneration of Directors (excluding those who are members of the Audit and Supervisory Committee), taking into consideration their contribution to the Company, length of service with the Company, and contribution to the Company's business performance. On the other hand, remuneration for directors who are members of the Audit Committee is a fixed remuneration determined through discussions by the Audit Committee, which ensures their independence by ensuring that their remuneration is appropriate and not influenced by the company's performance.

Performance-based stock compensation plan (BBT)

The Company has adopted BBT (Board Benefit Trust) as a performance-linked stock compensation system for executive directors. This is an incentive plan in which shares are distributed to directors according to the degree of achievement of annual performance targets, and the company's directors share a sense of profit with shareholders from a medium- to long-term perspective and manage management with stock prices in mind. The content is motivating.

Board of Directors Members

Our governance structure is built around directors with backgrounds in technology and finance.

Internal Director (Managing Director)

Kentaro Sugiyama ／ President and Representative Director

Worked in the systems industry for 14 years with clients in the financial industry; joined GMO-FG in May 2017 after having worked for GMO-PG since 2014; became President and Representative Director in December

Akio Aoyama ／ Director, General Manager, Solution Partner Division

Worked in the systems industry for 21 years with clients in the financial industry; joined GMO-FG in April 2018; became Director in December 2018, responsible for Solution Partner Division; President and Representative Director of GMO Data since August 2019

Tomonaga Fukuda ／ Director, General Manager, IT Platform Division

18 years in the systems industry, working with clients in the financial industry; joined GMO-FG in September 2019, appointed as Director in December 2020, in charge of the IT Platform Division

Tomoki Tamai ／ Director, General Manager, Corporate Support Division

Engaged in sales and corporate affairs at major banks and operating companies; joined GMO-FG in August 2021; appointed Director in December 2022; in charge of Corporate Support Division

Director concurrently serving as GMO-PG

Tatsuya Koide ／ Director

35 years in the systems industry, working with clients in the public and manufacturing industries Joined GMO-PG in September 2021, also serving as Director of GMO-FG Appointed Senior Executive Officer of GMO-PG in December 2021

Independent External Director

Nao Shimamura ／ External Director (Audit and Supervisory Committee Member)

Engaged in legal practice in the legal industry for 15 years; appointed as an outside director in September 2019 (appointed as an outside director because he has the knowledge and experience to make decisions on important management matters of the Company and to supervise the execution of business operations in an accurate and fair manner).

Rie Asayama ／ External Director (Audit and Supervisory Committee Member)

Engaged in finance-related business for 36 years at a major banking group; appointed outside director in December 2021 (appointed as outside director because of her experience in promoting diversity and as executive vice president of a general business company).

Takayoshi Nagasawa／ External Director (Audit and Supervisory Committee Member)

36 years in the systems industry, working with clients in the financial and distribution industries; appointed as an auditor in December 2016 (appointed as an outside director as a member of the audit committee to strengthen the internal control system and to audit the directors' execution of their duties); concurrently serving as an auditor of GMO Data from August 2019

Satoru Ozawa／ External Director (Audit and Supervisory Committee Member)

46 years in the systems industry, working with clients in the corporate management and banking industries; appointed as an auditor in December 2016 (appointed as an outside director as an audit committee member to strengthen the internal control system and to audit the directors' execution of their duties).

Definition of notation
GMO-FG: GMO Financial Gate, GMO-PG: GMO Payment Gateway
* Describes directors in office as of September 30, 2024.

Skills Matrix of our board members

Identity	Kentaro Sugiyama	Akio Aoyama	Tomonaga Fukuda	Tomoki Tamai	Tatsuya Koide	Nao Shimamura (outside the company / independent Director)	Rie Asayama (outside the company / independent Director)	Takayoshi Nagasawa (outside the company / independent Director)	Satoru Ozawa (outside the company / independent Director)
Job title	President and Representative Director	Director, General Manager, Solution Partner Division	Director, General Manager, IT Platform Division	Director, General Manager, Corporate Support Division	Director	Director (Audit and Supervisory Board Member)	Director (Audit and Supervisory Board Member)	Director (Audit and Supervisory Board Member)	Director (Audit and Supervisory Board Member)
Practicing GMO-ism*	●	●	●	●	●	●	●	●	●
Corporate management	●	●					●		●
System Security			●						
Risk managAement			●	●			●	●	●
Legal & Governance				●		●		●	●
Finance, Accounting & Tax				●					
Sales and Marketing		●			●				
Investment (M&A)				●					
Financial Business							●		
Human Resource Development and Recruitment, Diversity					●		●		
ESG & Sustainability				●		●	●		

* GMO-ism refers to the "Spirit Venture Declaration," which is the unchanging goal of the GMO Internet Group. In addition to the “55-year plan,”' it is a general term for the company motto and motto that expresses “executive principles'” and “laws of victory”

IR activities

To realize the purpose of corporate governance, we aim for more transparent and fair IR activities through timely disclosure of management information and dissemination of information to investors. Specifically, we will hold a financial results briefing session after quarterly results disclosure, and we will post the briefing materials on the TSE Timely Disclosure page and our website so that anyone can quickly check the contents. In addition, through meetings (1-on-1 meetings, group meetings) with securities analysts and institutional investors after the disclosure of business results, we strive to disclose information fairly and proactively so that the company's actual situation can be accurately understood and judged.

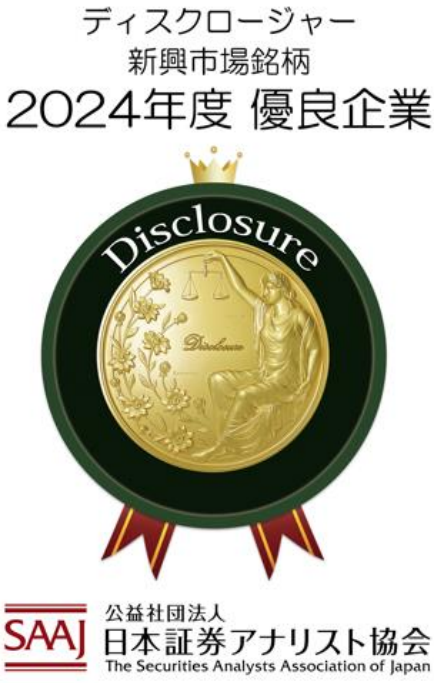
IR activity results

	FY2022	FY2023	FY2024
Financial Results Briefing	4 times	4 times	4 times
1-on-1 meeting*	267 cases	232 cases	286 cases
Group meetings sponsored by brokerage firms	3 cases	3 cases	7 cases

*1-on-1 meetings include brokerage-sponsored conferences (1-on-1 format)

External Awards

Selected in the emerging market stock category for two consecutive years (FY2023 and FY2024) in the "Companies with Excellent Disclosure Selected by Securities Analysts." We will continue to commit to strengthening dialogue with the market at the management level.

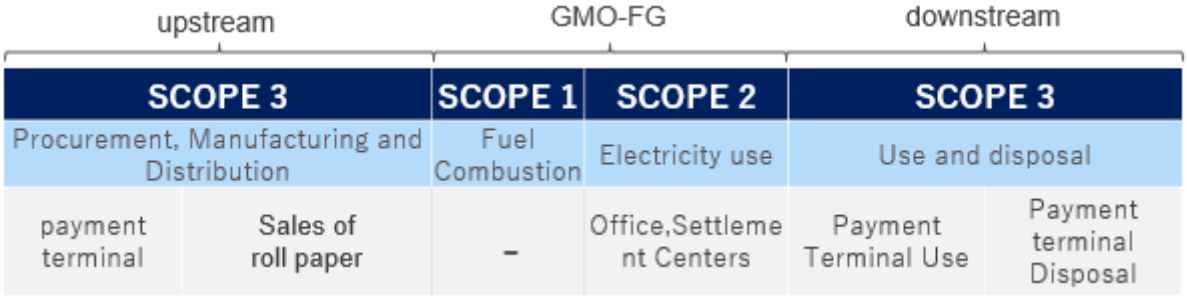


受賞メッセージ動画 https://www.saa.or.jp/standards/disclosure/selectiont

ESG related data

environment

Our supply chain



Supply chain CO_2 emissions *

	FY2022	FY2023	FY2024
SCOPE 1 (t-CO2)	0	0	Announcement after calculation
SCOPE 2 (t-CO2)	97	0	Announcement after calculation
SCOPE 3 (t-CO2)	13,927	19,501	Announcement after calculation
SCOPE 1・2 Electricity usage (kwh)	231,210	200,949	206,963

* The subject companies are GMO Financial Gate, GMO Card Systems, and GMO Data, a consolidated group of companies.
* Data for SCOPE 1～3 will be verified by a third-party verification organization in the future.
* Effectively 100% renewable energy by using renewable energy corresponding to the amount of electricity used in SCOPE2.
* SCOPE3 (Categories 1-11, upstream and downstream) are available on our Sustainability page (ESG-related data).
https://gmo-fg.com/en/sustainability/esg-data/index.html

Society

partner*	FY2022	FY2023	FY2024
Number of Partners	124	148	161
(Breakdown) Number of employee partners	96	108	123
(Breakdown) Number of temporary partners	28	40	38
Percentage of women among employee partners	22.8%	32.4%	29.8%
Percentage of women in management partners	14.3%	13.6%	11.5%
Average years of service	3y 7m	3y 10m	3y 8m
Average age	40.9	42.7	39.5
Turnover rate	9.5%	4.6%	6.5%

*Number of partners refers to GMO Financial Gate, GMO Card Systems, and GMO Data, which are consolidated companies.*Number of employee partners is the total number of regular employees, rehired employees, contract employees, and seconded employees (excluding employees seconded from the Group to outside the Group, but including employees seconded from outside the Group to the Group) as of the end of FY9/2023.
*"Number of temporary partners" is the average total number of part-timers and temporary employees over the past year.
*"Percentage of female employee partners" and "Percentage of female partners in management positions" are the figures for "employee partners.
*"Average years of service," "Average age," and "Turnover rate" are non-consolidated figures for GMO Financial Gate.
*Turnover rate excludes contract and temporary partners from FY09/2023.

Governance

Independent Outside Directors/Female Directors

	FY2024
Number of directors	9
Number of independent outside directors (%)	4 (44.4%)
Number of female directors (%)	1 (11.1%)

Board of Directors meeting attendance rate (FY2024)

Times Held	Held/ Percentage	Sugiyama President and Representative Director	Aoyama Board member	Fukuda Board member	Tamai Board member	Koide Board member	Shimamura Independent Outside Director	Asayama Independent Outside Director	Nagasawa Independent Outside Director	Ozawa Independent Outside Director
17	Times Attended	17	17	17	17	17	17	17	17	17
	attendance rate	100%	100%	100%	100%	100%	100%	100%	100%	100%

Board of Corporate Auditors (FY2024)

Times Held	Held/ Percentage	Shimamura Independent Outside Director	Asayama Independent Outside Director	Nagasawa Independent Outside Director	Ozawa Independent Outside Director
10	Times Attended	10	10	10	10
	Attendance Rate	100%	100%	100%	100%

Nomination and Compensation Committee (FY2024)

Times Held	Held/ Percentage	Tamai Board member	Koide Board member	Shimamura Independent Outside Director	Asayama Independent Outside Director	Nagasawa Independent Outside Director
4	Times Attended	4	4	4	4	4
	Attendance Rate	100%	100%	100%	100%	100%