

Last Update: December 24, 2021

Kawasaki Heavy Industries, Ltd.

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<https://global.kawasaki.com/en/>

The corporate governance of Kawasaki Heavy Industries, Ltd. (KHI or the Company) is described below.

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

1. Basic Views

The KHI Group's basic stance on corporate governance is to raise enterprise value through effective and sound management while forming solid relationships with all stakeholders, including shareholders, customers, employees, and communities, through highly transparent management practices. The KHI Group is striving to further strengthen and enhance corporate governance systems as appropriate for its businesses and scale.

Reasons for Non-compliance with the Principles of the Corporate Governance Code Update

This report conforms with the revised Corporate Governance Code that came into effect in June 2021.

Disclosure Based on the Principles of the Corporate Governance Code Update

The Company's disclosure is based on the revised code of June 2021.

(Principle 1-4 Cross-Shareholdings)

To improve capital efficiency, the Company will gradually reduce cross shareholdings after sufficient dialogue with the relevant parties. In addition, the Board of Directors annually reviews the significance of each shareholding and whether the benefits and risks associated with the holding are commensurate with the cost of capital. Voting rights shall be exercised in a manner that leads to the sustainable growth of each respective company and the enhancement of enterprise value from a medium- to long-term perspective. In addition, the Company will oppose proposals that damage shareholder value.

(Principle 1-7 Related Party Transactions)

In the event of transactions with the Company's officers, major shareholders, the Board of Directors, etc. approves and confirms such transactions in accordance with the provisions of laws and regulations and the materiality standards set forth in its internal rules.

(Supplementary Principle 2.4.1 Ensuring Diversity in the Promotion of Core Human Resources)

The Company believes that it is extremely important to ensure the diversity of its human resources in order to provide innovative solutions in a timely manner to an ever-changing social needs, to continuously improve its enterprise value, and to achieve new growth.

Approach and Voluntary Measurable Goals to Ensure Diversity in Core Human Resources

The Company places importance on creating an organization where employees with diverse perspectives and values can fully demonstrate their abilities and maximize their achievements, and actively and continuously hires and promotes diverse human resources such as women, non-Japanese employees, and mid-career hires with wide-ranging work experience. The Company will endeavor to further strengthen its

composition by appointing diverse human resources to at least 20% of the leadership positions at senior manager level and above by 2030.

The Company is currently focusing on the promotion of women's activities and has set goals to double the number of female managerial staff to more than 116 by 2025 from the fiscal 2020 level, increase the ratio of female new graduates to at least 30–40% for administrative career-track positions and 5–15% for engineering career-track positions, and increase the rate of male employees taking childcare leave to 30%.

Further information is disclosed on our website in the ESG Data Book.

ESG Data Book > Society > Diversity:

<https://global.kawasaki.com/en/corp/sustainability/esgdatabook.html>

Implementation of Human Resource Development Policies and Internal Environment Policies to Ensure Diversity

The Company recognizes the importance of human resource strategies to ensure diversity, including human resource development and enhancement, and launched a new personnel system in April 2021 that eliminates age-based factors and reinforces treatment based on duties and performance.

The Company conducts engagement surveys of Group employees, including those of overseas subsidiaries, re-examining its personnel system and strengthening human resource information infrastructure using digital transformation as part of the Company's efforts to strengthen its human resource strategy. The Company discloses its human resource development policy and internal environment improvement policy for ensuring diversity on its website (*Kawasaki Report* and ESG Data Book).

Kawasaki Report > Human Resource Strategy

https://global.kawasaki.com/en/corp/ir/library/annual_report.html

ESG Data Book > Society <https://global.kawasaki.com/en/corp/sustainability/esgdatabook.html>

(Principle 2-6 Roles of Corporate Pension Funds as Asset Owners)

The Company has adopted a defined benefit corporate pension plan.

The Company has established a Pension Committee consisting of relevant departments to assign and develop appropriate human resources, and to build a system to realize stable asset formation and an appropriate corporate pension system.

The Company has established a basic policy for the management of reserve funds and the optimal asset composition ratio for the future. Based on this and other policies, suitable institutions are entrusted to manage these assets, with regular monitoring conducted.

The Company confirms the approach to the exercise of voting rights of each investment fund manager to ensure there are no conflicts of interest between the Company and the beneficiaries of corporate pension plans.

(Principle 3-1 Full Disclosure)

1. Management Philosophy, Management Indicators and Management Plan

The Company's management philosophy and policies are announced on its website and in its Annual Securities Report.

Management Policies: <https://global.kawasaki.com/en/corp/ir/policies/index.html>

2. Basic Stance and Basic Policy on Corporate Governance

The Company's basic policy on corporate governance is disclosed in "I. 1. Basic Views" and "II. 2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)" of this report, as well as on the Company's website, in the Annual Securities Report, *Kawasaki Report* (integrated report), and other publications.

Corporate Governance System: <https://global.kawasaki.com/en/corp/sustainability/mgmt/system.html>

3. Policies and Procedures for Determining Remuneration for Directors and Corporate Officers

The policy and method of determining the remuneration of the Company's directors are disclosed in "II. 1. Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods" of this report and in the Annual Securities Report. Director remuneration is determined in accordance with the policy on the determination of the amount of remuneration, etc. for directors or the method of calculation thereof, which is delegated by the Board of Directors and decided by the President, based on the results of deliberations by the Compensation Advisory Committee, of which the presiding officer and the majority of members are Outside Directors.

4. Policies and Procedures for Nominating Candidates for Directors and Corporate Officers

5. Explanation for Individual Selection and Nomination of Candidates for Directors and Corporate Officers

The appointment of the President and Chief Executive Officer and other executive officers and the nomination of candidates for directors are based on the "Qualifications Expected of Executive Officers" and "Qualifications Expected of Directors" below, as determined by the Board of Directors. The nomination of executive officers is decided by resolution of the Board of Directors based on a comprehensive evaluation of the knowledge, experience, and ability to properly execute the role required of each position, as well as the performance of the Company and the individual, in accordance with the nomination criteria established in advance.

In addition, the backgrounds of candidates for directors and the reasons for their nomination are disclosed in the notice of the General Meeting of Shareholders.

The policies for the election and dismissal of executive officers and the nomination of candidates for directors, as well as the proposed election and dismissal of executive officers and the proposed nomination of directors, shall be deliberated by the Nomination Advisory Committee, of which the majority of the members shall be Outside Directors. Based on the results of deliberations by the Nomination Advisory Committee, the nomination of directors who are members of the Audit & Supervisory Committee is resolved by the Board of Directors after obtaining the consent of the Audit & Supervisory Committee.

Qualifications Expected of Executive Officers

1. Possess an in-depth understanding and support for the KHI Group's management philosophy and vision.
2. Be able to make positive contributions towards sustainable growth and the enhancement of enterprise value over the medium and long term.
3. Possess a wealth and breadth of experience and a high level of insight and expertise for the appropriate execution of business.
4. Be able to demonstrate strong leadership and decisiveness from a Company-wide perspective to realize management policies and strategies.

Qualifications Expected of Directors

1. Possess in-depth understanding and support for the KHI Group's management philosophy and vision.
2. Be able to make positive contributions towards sustainable growth and the enhancement of enterprise value over the medium and long term.
3. Maintain a Company-wide perspective and bring the wealth and breadth of experience, insight and expertise to do so.
4. Be able to supervise the management and execution of business operations from an independent and objective position as a member of the Board of Directors.
5. Be able to exercise one's authority in an active and positive manner, and appropriately voice opinions at Board of Directors meetings or to management.

* To ensure the effectiveness of audits, Directors serving as Audit & Supervisory Committee Members must be familiar with the Company's business or have deep insight and expertise in corporate management, legal affairs,

finance and accounting, government and other fields. At least one Director serving as an Audit & Supervisory Committee Member must have substantial knowledge of finance and accounting.

(Supplementary Principle 3.1.3 Initiatives on Sustainability)

Sustainability Initiatives

The Company discloses its sustainability initiatives through its website, the *Kawasaki Report*, the *Kawasaki Environmental Report*, ESG Data Book, and other publications. The Company will continue to enhance disclosure in the future.

Sustainability: <https://global.kawasaki.com/en/corp/sustainability/index.html>

Investments in Human Capital

Human resources are the most important asset in order to continue providing new value demanded by society. In Group Vision 2030, the Company formulated management policies and is implementing various initiatives to enhance these policies. Please refer to the Company's website for details.

Kawasaki Group Human Resources Management Policies:

<https://global.kawasaki.com/en/corp/sustainability/policy.html>

Kawasaki Group's Sustainability > Society > With Employees:

<https://global.kawasaki.com/en/corp/sustainability/index.html>

Investments in Intellectual Properties

To sustainably increase enterprise value, the Group is creating innovation and leveraging its core competencies to develop businesses and brands with competitive advantages. Intellectual property is positioned as one of the important management resources for this purpose, and the policy is disclosed on the Company's website. The Company will continue to enhance disclosure in the future.

Kawasaki Group Policy on Intellectual Property:

<https://global.kawasaki.com/en/corp/sustainability/pdf/intelle-prop.pdf>

ESG Data Book > Governance > Research and Development > Principles of Intellectual Property

Management: <https://global.kawasaki.com/en/corp/sustainability/esgdatabook.html>

Disclosure Based on the TCFD Framework

The Group collects and analyzes data on the impact of climate change-related risks and opportunities on its business activities and earnings, and discloses such data in accordance with the TCFD framework. In the future, the Group will work to further enhance the quality and quantity of its disclosure.

Kawasaki Report (please see page 23):

<https://global.kawasaki.com/en/corp/sustainability/report/index.html>

Kawasaki Environmental Report 2021:

<https://global.kawasaki.com/en/corp/sustainability/environment/report/index.html>

(Supplementary Principle 4.1.1 Overview of the Scope of Delegation to Management)

The Board of Directors makes resolutions on matters related to medium- and long-term management policies and plans, matters related to the appointment, dismissal, and remuneration of officers, and other important investment and financing matters above a certain amount, in addition to the matters stipulated by laws and ordinances and the Articles of Incorporation, and in accordance with internal rules. Decisions on the execution of business operations are made in accordance with the Articles of Incorporation and internal regulations, and authority is appropriately delegated to executive directors and executive officers appointed by the Board of Directors in order to expedite decision making.

(Principle 4-9 Independence Standards and Requirements for Independent Outside Directors)

The criteria for determining the independence of Outside Directors are resolved and disclosed by the Board of Directors as described in "II. 1. Matters Relating to Independent Directors."

(Supplementary Principle 4.10.1 Views on the Independence of the Members of Nomination and Compensation Advisory Committees)

The Company has established Nomination and Compensation Advisory Committees independent of the Board of Directors, to ensure objectivity and deliberate the nomination and compensation of Corporate Officers and directors from the perspective of gender diversity and skills. The composition of each committee is determined by resolution of the Board of Directors, and the presiding officer and a majority of the members are Independent Outside Directors to strengthen the independence, objectivity, and accountability of the Board of Directors' functions related to the nomination (including succession planning) and compensation of Corporate Officers and directors. For details of the composition of the committees, please refer to the corporate governance status section of the Annual Securities Report.

Annual Securities Report 2020: <https://www.khi.co.jp/ir/library/financial.html> (Japanese)

(Supplementary Principle 4.11.1 Views on the Balance, Diversity, and Size of the Board of Directors)
 Candidates for Director are nominated by the Board of Directors in accordance with its established “Qualifications Expected of Directors.”. As the Company has various business segments with different business activities, the Board of Directors appoints internal directors with broad experience as managers of each business and head office function, and external directors with rich experience in corporate management, legal affairs, and public administration, respectively. As a result, the Company has secured a diverse Board of Directors, taken on the whole, with the needed balance of knowledge, experience, and ability, as summarized in the following table. The items listed in the skills matrix are based on the definition of the areas of supervision necessary to realize Vision 2030 as “vision, strategic thinking, and governance to increase enterprise value,” “business structure transformation,” and “growth initiatives related to infrastructure development.” To realize Vision 2030, the following areas* designate expectation and experience required of each director.

* An area in which the Board of Directors is expected to use its knowledge and experience to lead discussions.

Name	Position at the Company	Expectations						
		Business Strategy	Governance	Finance and Accounting	Human Resources and Organization Management	Manufacturing (technology, development, production, quality)	Sales and Marketing	IT, Digital Transformation, Security
Yoshinori Kanehana	Chairman of the Board of Directors	✓	✓			✓	✓	
Yasuhiko Hashimoto	Representative Director, President and Chief Executive Officer	✓	✓		✓	✓	✓	✓
Sukeyuki Namiki	Representative Director, Vice President and Senior Executive Officer	✓	✓			✓		
Katsuya Yamamoto	Representative Director, Vice President and Senior Executive Officer	✓	✓	✓	✓			
Hiroshi Nakatani	Director, Managing Executive Officer	✓	✓			✓		✓
Yoshiaki Tamura	Outside Director	✓	✓		✓	✓		✓
Jenifer Rogers	Outside Director	✓	✓	✓				
Hideo Tsujimura	Outside Director	✓	✓		✓	✓	✓	
Katsuyoshi Fukuma	Director (Audit & Supervisory Committee Member)	✓	✓	✓				
Akio Nekoshima	Director (Audit & Supervisory Committee Member)	✓	✓	✓				
Satoru Kohdera	Outside Director (Audit & Supervisory Committee Member)	✓	✓					
Atsuko Ishii	Outside Director (Audit & Supervisory Committee Member)	✓	✓		✓			
Ryoichi Saito	Outside Director (Audit & Supervisory Committee Member)	✓	✓	✓	✓			

Name	Position at the Company	Required Experience			
		Corporate Management	Global	Law and Government	Financial and Research Institutions
Yoshinori Kanehana	Chairman of the Board of Directors	✓	✓		
Yasuhiko Hashimoto	Representative Director, President and Chief Executive Officer	✓	✓		
Sukeyuki Namiki	Representative Director, Vice President and Senior Executive Officer	✓			
Katsuya Yamamoto	Representative Director, Vice President and Senior Executive Officer	✓	✓		
Hiroshi Nakatani	Director, Managing Executive Officer	✓			✓
Yoshiaki Tamura	Outside Director	✓	✓		
Jenifer Rogers	Outside Director		✓	✓	✓
Hideo Tsujimura	Outside Director	✓	✓		
Katsuyoshi Fukuma	Director (Audit & Supervisory Committee Member)	✓			
Akio Nekoshima	Director (Audit & Supervisory Committee Member)	✓	✓		✓
Satoru Kohdera	Outside Director (Audit & Supervisory Committee Member)			✓	
Atsuko Ishii	Outside Director (Audit & Supervisory Committee Member)			✓	
Ryoichi Saito	Outside Director (Audit & Supervisory Committee Member)	✓	✓		

In addition, the Company appoints one or more Directors who are Audit & Supervisory Committee Members and who have appropriate experience, ability and necessary knowledge of finance, accounting and legal affairs, and who have sufficient knowledge of finance and accounting. The current composition of the Board of Directors is disclosed in “II. 2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System).”

(Supplementary Principle 4.11.2 Status of Concurrent Positions Held by Directors)

The Board of Directors stipulates that if a director of the Company is to serve concurrently as an officer of another listed company, the maximum number of concurrent appointments is limited to three companies excluding the Company. The Company discloses the status of concurrent positions held by each director in the notice of the General Meeting of Shareholders and in the Annual Securities Report.

(Supplementary Principle 4.11.3 Evaluating the Effectiveness of the Board of Directors)

The Board of Directors strives to ensure that its members, including independent Outside Directors, engage in free, vigorous discussion based on their insights and experience and reach appropriate management decisions. As part of these efforts, since fiscal 2015, the Board of Directors annually evaluates and analyzes the effectiveness of its operations.

[Efficacy Evaluation Methods]

The evaluation was conducted via anonymous questionnaire to all directors with the advice and assistance of external experts. The specific evaluation procedure is as follows.

1. Confirm the status of initiatives to address issues identified via the previous evaluation of the Board of Directors.
2. Determine evaluation methods to be used, key items to be surveyed and other matters pertaining to the upcoming evaluation of the Board of Directors.
3. Conduct a survey of all of the members of the Board of Directors.
4. Compile and analyze the survey results for discussion at Board of Directors meetings.
5. Determine issues to be addressed at Board of Directors meetings and policies for countermeasures based on findings from analysis and results of the Board of Directors' discussion.

Items Surveyed

The survey questions (main items) are as follows, with a 4-point scale and free writing section. In consideration of continuity, most of the questions on the survey are the same as previous years, but there were some changes in light of the issues facing the Company's governance and changes in the external environment. For this evaluation, a question was added regarding the transition to a company with an Audit & Supervisory Committee, which was implemented in fiscal 2020.

Survey Question Items

- Roles and responsibilities of the Board of Directors
- Composition of the Board of Directors
- Roles and qualifications of the Directors
- Operation of the Board of Directors

Evaluation Results

The analysis of survey results found that the Board of Directors' operations were evaluated highly overall. Specifically, a significant improvement was confirmed as a result of implementing various initiatives undertaken in conjunction with the transition to the new organizational form to address the following issues identified in the previous year.

- Clarifying the division of roles between the Board of Directors and Management Committee
- Revising the Director compensation system (enhancement of medium- to long-term incentives)
- Enhancing the content of explanations offered to the Board of Directors with regard to risks
- Quickly reporting information about risks to the Board of Directors

We will continue to make efforts for improvement, as there are items that need to be improved and new issues were identified in this evaluation. Please refer to "Initiatives to Further Improve Effectiveness" for details. As a result of discussions at the Board of Directors meeting based on the results of the above analysis and other factors, the Board of Directors determined that "while room for improvement remains, the Board of Directors is currently implementing measures to address relevant issues, and its operations are deemed to be effective."

Initiatives to Further Improve Effectiveness

Based on the results of this evaluation and the discussions at the Board of Directors meeting, the main issues to be addressed are as follows. We will continue our efforts to further improve the effectiveness of the Board of Directors.

1. Enhancing the content of the Board of Directors' discussion regarding medium to long-term management policies

The Board of Directors engages in the periodic discussion of important management policies and strategies (e.g. sustainability management policies, human resource strategies, corporate transformation) in light of the recent revision of the Corporate Governance Code.

2. Clarifying requirements for Director candidates

The Board of Directors and the Nomination Advisory Committee strive to identify skills and other requirements for Director candidates in light of the Company's medium- to long-term management

policies and strategies. Through the preparation of a skills matrix, the Board of Directors also endeavors to ensure that its members, collectively, possess all the necessary skills.

3. Upgrading leadership succession plans

The Board of Directors and the Nomination Advisory Committee deliberate on requirements for future leadership successors, such as desirable traits of those in key positions, including the CEO and internal company presidents, thereby pushing ahead with the preparation of successor training plans.

4. Strengthening supervision over the development of internal control systems and risk management structures

The Board of Directors receives periodic reporting on the status of the development and operation of risk management structures in addition to monitoring the results of evaluations regarding the development and operation of internal control systems as part of its efforts to strengthen its supervisory functions.

Initiatives to Address Issues Identified in the Course of Preceding Evaluations

The following actions are being taken to address the issues raised in past efficacy evaluations.

1. Clarifying the division of roles between the Board of Directors and Management Committee

Along with overlaps between agenda items discussed by the Board of Directors and the Management Committee, the delegation of authority from the former to the latter has been considered an issue that must be addressed. In response, the Board of Directors delegated its authority over decisions on specific projects and other matters to executive bodies, including the Management Committee, in conjunction with the June 2020 transition to a company with an Audit & Supervisory Committee. In this way, the Board of Directors strove to resolve the aforementioned overlaps. At the same time, it was decided that matters deemed particularly important must be discussed by the Board of Directors, which is charged with supervising the execution of business, after sufficient deliberation by the Management Committee. As such, efforts are under way to strengthen the Company's governance structure.

2. Revising the Director compensation system (enhancement of medium- to long-term incentives)

To realize Group Vision 2030, "Trustworthy Solutions for the Future," established in November 2020, the compensation system for Directors (excluding Audit & Supervisory Committee Members and Outside Directors) was revised in accordance with basic policies described below.

Basic Policy

Placing stronger emphasis on contribution to the Company's goals, the revised compensation system is designed to reward each recipient based on their responsibilities and accomplishments. To this end, it not only provides short-term incentives but also rewards Directors for their contributions to medium- to long-term improvement in corporate value. In this way, we aim to promote the sharing of value between Directors and stakeholders, including shareholders.

Remuneration System

Compensation for Directors consists of basic compensation, short-term incentives, and long-term incentives. Basic compensation and short-term incentives are paid in cash. Long-term incentives are paid in the form of performance-based stock compensation to promote the sharing of benefits and risks between the Directors and shareholders in addition to more strongly incentivizing medium- to long-term contribution to corporate value.

3. Enhancing the content of explanations offered to the Board of Directors with regard to risks

Descriptions of risk analysis in handout materials used at Board of Directors meetings have been considered insufficient. To resolve this issue, a new process was instituted, mandating that projects to be discussed by the Board of Directors must undergo sufficient verification in terms of risk identification and risk countermeasures. Following this verification, these projects must be deliberated by the Management Committee before being addressed by the Board of Directors which, in turn, receives briefings on risk verification results, examines conclusions reached by the Management Committee, and gives final approval.

4. Quickly reporting information about risks to the Board of Directors

With the objective of ensuring the early detection of signs of changes in the business environment, a framework has been developed to ensure that, among factors that could exert a profound impact on the Company's management plans and operating results, matters deemed particularly important are swiftly

reported to the Board of Directors. By doing so, the Company is endeavoring to strengthen monitoring functions provided by the Board of Directors.

(Supplementary Principle 4.14.2 Training Policy for Directors)

The Company provides the following training to Directors according to their respective purposes, based on their expected roles and responsibilities and required qualifications and knowledge. In addition, the Company provides, arranges, and covers the cost of training opportunities required by each Director individually.

Full-Time Directors

- Training to understand the legal responsibilities of the position upon appointment
- External training

Outside Directors

- Explanation of company profile and information at the time of appointment
- Training to understand the legal responsibilities of the position upon appointment
- Regular briefings for Outside Directors on matters before the Board of Directors and Management Committee
- Participation in key internal committees other than the Board of Directors
- Measures to deepen understanding of the Company's business (participation in various internal events, plant tours, interaction with Corporate Officers, etc.)

All Directors

- Lectures by external experts on social and economic conditions and issues to be addressed by the Company

(Principle 5.1 Policy for Constructive Dialogue with Shareholders)

We will actively engage in dialogue with our shareholders to explain our business strategies and management policies, as well as to reflect the knowledge gained through the dialogue in our management, in order to improve our enterprise value over the medium and long term. For this reason, except in unavoidable cases such as scheduling conflicts, appropriate persons such as Directors and Corporate Officers, including the president, will meet with shareholders who request dialogue, depending on their wishes and shareholding ratio. The policy regarding the development of systems and initiatives to promote constructive dialogue with shareholders is as follows.

- The Director in charge of investor relations oversees dialogue with shareholders, and is actively involved in initiatives such as handling interviews from investors and holding various briefings.
- The internal departments assisting with the dialogue work together to hold regular liaison meetings and provide other support for constructive dialogue.
- Quarterly financial results briefings (including conference calls), business briefings, and tours are held on an ongoing basis.
- The opinions and concerns of shareholders identified through dialogue are reported to the Board of Directors in a timely and appropriate manner.
- In addition to setting up a silent period to limit dialogue with investors prior to the announcement of financial results, we prevent the leakage of insider information by having at least two people present, in principle, for the purpose of mutual monitoring.

2. Capital Structure

Foreigner shareholding percentage **Update**

From 10% to less than 20%

[Status of Major Shareholders] Update

Name/Company Name	Number of shares owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	22,965,200	13.67
Custody Bank of Japan, Ltd. (trust account)	14,748,300	8.78
Nippon Life Insurance Company	5,751,661	3.42
Kawasaki Heavy Industries Employee Stock Ownership Association	4,696,251	2.79
Mizuho Bank, Ltd.	4,176,412	2.48
Kawasaki Heavy Industries, Ltd. Kyoueikai	3,984,519	2.37
Custody Bank of Japan, Ltd. (trust account 7)	3,011,100	1.79
Tokio Marine & Nichido Fire Insurance Co., Ltd.	2,783,858	1.65
BNYMSANV AS AGENT/CLIENTS LUX UCITS NON TREATY 1	2,639,100	1.57
JP MORGAN CHASE BANK 385781	1,869,241	1.11

Controlling Shareholder (except for Parent Company)	—
Parent Company	None

Supplementary Explanation Update

Although the Company has received a Substantial Shareholding Report, the exact number of shares actually held by each shareholder as of September 30, 2021 cannot be fully confirmed. Therefore, the status of major shareholders listed above is based on the registry of shareholders. The main content of the report follows.

Holders: BlackRock Japan Co., Ltd. and five others

Date of reporting obligation: November 30, 2020

Number of shares held: 5,335,294

Shareholding ratio: 3.19%

Holders: Mizuho Bank, Ltd. and two others

Date of reporting obligation: February 26, 2021

Number of shares held: 10,441,747

Shareholding ratio: 6.25%

Holder: Sumitomo Mitsui Trust Asset Management Co., Ltd. and one other

Date of reporting obligation: March 3, 2021

Number of shares held: 16,898,400

Shareholding ratio 10.11%

Holders: Nomura Securities Co., Ltd. and one other

Date of reporting obligation: May 14, 2021

Number of shares held: 6,752,677

Shareholding ratio: 4.04%

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange (First Section), Nagoya Stock Exchange (First Section)
Fiscal Year-End	March
Type of Business	Transportation equipment
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1,000
Sales (consolidated) as of the End of the Previous Fiscal Year	¥1 trillion or more
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 50 to less than 100

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

5. Other Special Circumstances That May Have Material Impact on Corporate Governance Update

II. Business Management Organization and Other Corporate Governance Systems Regarding Decision-making, Business Execution and Management Oversight

1. Organizational Composition and Operation

Organizational structure: company with an Audit & Supervisory Committee

[Directors]

Maximum Number of Directors
Stipulated in Articles of Incorporation

17

Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Chairman of the Board (except when concurrently serving as president)
Number of Directors	13
Appointment of External Directors	Appointed
Number of External Directors	6
Number of External Directors That Are Independent Directors	6

External Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*									
		a	b	c	d	e	f	g	h	i	j
Yoshiaki Tamura	From another company								△		
Jenifer Rogers	From another company										
Hideo Tsujimura	From another company								△		
Satoru Kohdera	Attorney										
Atsuko Ishii	Other										
Ryoichi Saito	From another company								△		

* Categories for "Relationship with the Company"

* “○” when the director presently falls or has recently fallen under the category;

“△” when the director fell under the category in the past

* “●” when a close relative of the director presently falls or has recently fallen under the category;

“▲” when a close relative of the director fell under the category in the past

- a. Executive of the Company or its subsidiaries
- b. Non-executive director or executive of a parent company of the Company
- c. Executive of a fellow subsidiary of the Company
- d. A party whose major client or supplier is the Company or an executive thereof
- e. Major client or supplier of the Company or an executive thereof

- f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/Audit & Supervisory Committee member (*kansayaku*)
- g. Major shareholder of the Company (or an executive of said major shareholder if the shareholder is a legal entity)
- h. Executive of a client or supplier company of the Company (other than d, e or f above), but not including close relatives (only the director himself/herself)
- i. Executive of a company with external directors/Audit & Supervisory Committee member (*kansayaku*) that are mutually appointed at the Company as well (only the director himself/herself)
- j. Executive of a company or organization that receives a donation from the Company (only the director himself/herself)
- k. Others

External Directors' Relationship with the Company (2)

Name	Audit & Supervisory Committee Member	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Yoshiaki Tamura		○	<p>Mr. Tamura previously served in an executive role at AGC Inc. (formerly Asahi Glass Co., Ltd.), which is one of the Company's business partners. However, since the average annual transaction amount between the AGC Inc group and the Company for the most recent five fiscal years is less than 1% of the average annual net sales of both the AGC Inc group and the Company for the relevant period, the Company has determined that he is sufficiently independent and qualified to serve as an independent officer.</p>	<p>Mr. Tamura has served as Representative Director and Executive Vice President of Asahi Glass Co., Ltd. (now AGC Inc.), Deputy Leader of Overall Business Management, General Manager of Technology General Division, Deputy Leader of AGC Group Improvement Activities, and Executive Vice President, Glass Company President, and in other important positions. Since 2018, as an Outside Director of the Company, he has provided helpful opinions and advice on important management decisions based on his abundant management experience and deep insight into manufacturing cultivated in those positions from a standpoint independent from the Company's business execution. In consideration of these points, the Company has determined that he is suitable as an Outside Director.</p> <p>Furthermore, the Company has appointed him an independent officer, as it judges that he meets the Tokyo Stock Exchange's standards of independence and is not at risk of having a conflict of interest with general shareholders.</p>

Jenifer Rogers		○	—	<p>Ms. Rogers has served as an in-house lawyer and counsel at a financial institutions in Japan and overseas for many years. Since 2018, as an Outside Director of the Company, she has provided helpful opinions and advice on important management decisions based on her extensive international experience and deep insights into legal affairs, compliance, and risk management cultivated in those positions from a standpoint independent from the Company's business execution. In consideration of these points, the Company has determined that she is suitable as an Outside Director.</p> <p>Furthermore, the Company has appointed her an independent officer, as it judges that she meets the Tokyo Stock Exchange's standards of independence and is not at risk of having a conflict of interest with general shareholders.</p>
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Hideo Tsujimura		<input type="radio"/>	<p>Although Suntory Beverage & Food Limited, for which Mr. Tsujimura previously served in an executive role, is not a current business partner of the Company, the Suntory Group and the Company have a history of business transactions. However, since the annual average transaction amount for the most recent five fiscal years is less than 1% of the annual average net sales of the Suntory Beverage & Food Limited group and the Company for the relevant period, the Company has determined that he is sufficiently independent and qualified to serve as an independent officer.</p>	<p>Mr. Tsujimura has served as Senior Managing Director, in charge of Intellectual Property Department and R&D Division of Suntory Holdings Limited; Representative Director, President & Chief Executive Officer of Suntory Business Expert Limited; Director, Executive Vice President, Chief Operating Officer, MONOZUKURI Division; and Senior General Manager, Research & Development Department of Suntory Beverage & Food Limited; and in other important positions. Since 2020, as an Outside Director of the Company, he has provided helpful opinions and advice on important management decisions based on his extensive management experience and deep insights into product development and intellectual property from a standpoint independent from the Company's business execution. In consideration of these points, the Company has determined that he is suitable as an Outside Director. Furthermore, the Company has appointed him an independent officer, as it judges that he meets the Tokyo Stock Exchange's standards of independence and is not at risk of having a conflict of interest with general shareholders.</p>
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Satoru Kohdera	<input type="radio"/>	<input type="radio"/>	—	<p>Mr. Kohdera has never been involved in the management of a company except as an outside officer, but has served as President of the Hyogo-ken Bar Association, Vice President of the Japan Federation of Bar Associations, and in other important positions. Since 2017, as an Outside Audit & Supervisory Committee Member of the Company, he has made significant contributions to ensuring the soundness of the Company's management and enhancing its enterprise value based on his abundant experience as an attorney and deep insight into legal affairs. In consideration of these points, the Company has determined that he is suitable as an Outside Director serving as an Audit & Supervisory Committee Member.</p> <p>Furthermore, the Company has appointed him an independent officer, as it judges that he meets the Tokyo Stock Exchange's standards of independence and is not at risk of having a conflict of interest with general shareholders.</p>
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Atsuko Ishii	<input type="radio"/>	<input type="radio"/>	<hr/>	<p>Ms. Ishii has never been involved in the management of a company except as an outside officer, but has served in important positions at the Ministry of Health, Labour and Welfare, including as Director-General of the Osaka Labour Bureau, Deputy Director-General, Director-General of the Equal Employment, Child and Family Policy Bureau, Director-General for General Policy and Evaluation, and Director-General of Social Welfare and War Victims' Relief Bureau. Since 2017, as an Outside Audit & Supervisory Committee Member of the Company, Ms. Ishii has made significant contributions to ensuring the soundness of the Company's management and enhancing its enterprise value based on her abundant experience in and deep insight into Japan's labor administration. In consideration of these points, the Company has determined that she is suitable as an Outside Director serving as an Audit & Supervisory Committee Member. Furthermore, the Company has appointed her an independent officer, as it judges that she meets the Tokyo Stock Exchange's standards of independence and is not at risk of having a conflict of interest with general shareholders.</p>
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Ryoichi Saito	<input type="radio"/> <input checked="" type="radio"/>	<p>Mr. Saito previously served in an executive role at NSK Ltd., which is one of the Company's business partners. However, since the average annual transaction amount between the NSK Ltd. group and the Company for the most recent five fiscal years is less than 1% of the average annual net sales of both the NSK Ltd. group and the Company for the relevant period, the Company has determined that he is sufficiently independent and qualified to serve as an independent officer.</p>	<p>Mr. Saito has served in important positions at NSK Ltd., including Senior Vice President, Head of Corporate Planning Division HQ, Director, Representative, Executive Vice President, Head of Corporate Strategy Division HQ, and Crisis Management Committee Chairperson and possesses abundant management experience and deep insights into business planning, finance and accounting, and risk management. Since 2019, as an Outside Audit & Supervisory Board Member of the Company, he has made significant contributions to ensuring the soundness of the Company's management and enhancing its enterprise value. In consideration of these points, the Company has determined that he is suitable as an Outside Director serving as an Audit & Supervisory Committee Member.</p> <p>Furthermore, the Company has appointed him an independent officer, as it judges that he meets the Tokyo Stock Exchange's standards of independence and is not at risk of having a conflict of interest with general shareholders.</p>
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Audit & Supervisory Committee

Committee's Composition and Attributes of its Chairperson

	All Committee Members	Full-Time Members	Internal Directors	Outside Directors	Chairperson
Audit & Supervisory Committee	5	2	2	3	Internal Director

Appointment of Directors and/or Staff to Support the Audit & Supervisory Committee Appointed

Matters Related to the Independence of Such Directors and Staff from the Executive Directors

The Company has established the Office of Audit & Compensation Advisory Committee Supervisory Committee, which has two full-time employees and one concurrent employee, to assist the Audit & Supervisory Committee in the execution of its duties. Such employees shall be subject to the direction and orders of the Audit & Supervisory Committee, and the prior consent of the Audit & Supervisory Committee shall be obtained for any personnel changes, evaluations, etc., to enhance their independence from the executive directors and to ensure the effectiveness of the instructions of the Audit & Supervisory Committee.

Cooperation Among the Audit & Supervisory Committee, Independent Auditor, and the Internal Auditing Department

The Audit & Supervisory Committee and the Auditing Department meet on a regular basis to share information on audit results and findings. In addition, the Audit & Supervisory Committee meets regularly with independent auditors, and the head of the Auditing Department attends these meetings in order to exchange necessary information and ensure mutual cooperation.

Voluntary Establishment of Nomination/Remuneration Committee

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee Established

Committee's Name, Composition, and Attributes of Chairperson

	Committee's Name	All Committee Members	Full-time Members	Internal Directors	Outside Directors	Outside Experts	Other	Chairperson
Committee Corresponding to Nomination Committee	Nomination Advisory Committee	5	0	2	3	0	0	Outside Director

Committee Corresponding to Remuneration Committee	Compensation Advisory Committee	5	0	2	3	0	0	Outside Director
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Supplementary Explanation

As advisory bodies to the Board of Directors, the Company has established the Nomination Advisory Committee and the Compensation Advisory Committee, whose chairperson and majority of members are Outside Directors, in order to enhance the transparency and objectivity of the Board of Directors.

The members of both committees are selected by the Board of Directors based on their internal and external backgrounds and knowledge. The main deliberations of the two committees, the titles and names of the committee members, and the attendance at each committee meeting held in fiscal 2020 are as follows. The Human Resources Division of the Head Office serves as the secretariat for both committees.

- Main items for discussion

Nomination Advisory Committee: Policy on the election of directors and the appropriateness of the proposed election of Directors, etc.

Compensation Advisory Committee: Policy on compensation of directors and appropriateness of the Director compensation system, etc.

- Positions and Names of Committee Members (as of June 25, 2021)

Presiding Officer: Yoshiaki Tamura (Outside Director)

Members: Yasuhiko Hashimoto (President), Katsuya Yamamoto (Vice President), Hideo Tsujimura (Outside Director), Ryoichi Saito (Outside Director/Audit & Supervisory Committee Member)

- Committee meeting attendance in fiscal 2020 (Members and positions are as of June 25, 2020.)

		Nomination	Compensation
Representative Director, President and Chief Executive Officer	Yasuhiko Hashimoto	9/9	9/9
Vice President and Senior Executive Officer	Katsuya Yamamoto	9/9	9/9
Outside Director	Yoshiaki Tamura (presiding officer)	12/12	12/12
Outside Director	Hideo Tsujimura	9/9	9/9
Outside Director	Ryoichi Saito	12/12	12/12

Note: The table shows the attendance of Mr. Hashimoto at committee meetings held after his appointment as President and Executive Officer on June 25, 2020. The table shows the attendance of Mr. Yamamoto at committee meetings held after his appointment as Vice President and Senior Executive Officer on June 25, 2020. The table shows the attendance of Mr. Tsujimura at committee meetings held after his appointment as Director on June 25, 2020. The table does not show the attendance of directors who retired at the conclusion of the 197th Ordinary General Meeting of Shareholders held on June 25, 2020.

Independent Directors

Number of Independent Directors

6

Matters Relating to Independent Directors

Independence Criteria for Outside Directors

If none of the following items apply, the Company judges that an Outside Director is sufficiently independent.

- (1) In the event that a company (including an important subsidiary as defined by the Company) in which the Outside Director is currently employed or has been employed in the past 10 years as an executive director, executive officer, manager or other important employee (hereinafter referred to as the “originating company”) conducts business with the Group, the average transaction amount for the past five fiscal years exceeds 2% of the average net sales of the Group and the originating company for the past five fiscal years.
- (2) The average amount of compensation (excluding compensation as an officer of the Company) received by such Outside Directors directly from the KHI Group as a legal, accounting or tax specialist or consultant (or a corporation if the Outside Director has legal personality) for the past five fiscal years exceeds ¥10 million.
- (3) The average amount of donations, etc. from the Group to the non-profit organization for which the Outside Director serves as executive officer for the past five fiscal years exceeds ¥10 million and exceeds 2% of the organization's total revenue or ordinary income/expenses.
- (4) The company from which the Outside Director hails is a major shareholder holding 10% or more of the Company's total outstanding shares.
- (5) A relative within the second degree of kinship of the Outside Director is a person who meets the conditions set forth in the preceding four items or is an executive director, executive officer, manager, or other important employee of the KHI Group.

Incentives

Incentive Policies for Directors

Performance-Based Compensation

Supplementary Explanation

The details of the performance-based compensation system are disclosed in the Annual Securities Report.

Annual Securities Report: <https://www.khi.co.jp/ir/library/financial.html> (Japanese)

Recipients of Stock Options

Supplementary Explanation

Director Remuneration

Disclosure of Individual Directors' Remuneration

Selected Directors

Supplementary Explanation

The total amount of compensation paid by the Company within the limit based on the resolution of the General Meeting of Shareholders for fiscal 2020 (April 1, 2020 to March 31, 2021) is as follows

Directors (9 people, excluding Audit & Supervisory Committee Members and Outside Directors): ¥355 million

Audit & Supervisory Committee Members (2 people, excluding Outside Directors): ¥51 million

Audit & Supervisory Board Members (2 people, excluding Outside Audit & Supervisory Board Members): ¥16 million

Outside Directors (7 people): ¥79 million

The total amount of compensation by type and the compensation of some Directors are individually disclosed in the Annual Securities Report in accordance with the provisions of the Cabinet Office Ordinance on the disclosure of corporate information.

Annual Securities Report: <https://www.khi.co.jp/ir/library/financial.html> (Japanese)

Policy on Determining Remuneration Amounts and Calculation Methods	Established
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Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

Details of matters pertaining to the policy for determining the amount of compensation or its calculation method are disclosed in the Annual Securities Report.

Annual Securities Report: <https://www.khi.co.jp/ir/library/financial.html> (Japanese)

Support System for Outside Directors

The Corporate Planning Department of the Head Office holds regular briefings on agenda items for all Outside Directors, and provides necessary support such as distributing Board of Directors materials in advance. In addition to this, the full-time Audit & Supervisory Committee Members provide various information to the Outside Directors, who are members of the Audit & Supervisory Committee, through the Audit & Supervisory Committee and business audits. In addition, the Office of Audit & Compensation Advisory Committee Supervisory Committee staff provides various information to the Outside Director, who is an Audit & Supervisory Committee Member, through the Audit & Supervisory Committee and business audits.

Status of Persons Retired from Representative Director and President, etc.

Names, etc., of advisors (“sodanyaku,” “komon,” etc.) who have formerly served as Representative Director and President, etc.

Name	Title/Position	Duties	Working Arrangement / Conditions (Full-time /Part-time, Compensation etc.)	Date of Retirement from President, etc.	Term

Masamoto Tazaki	Honorary Advisor	Advice at the Company's request (non-management involvement)	Part-time Unpaid	6/29/2005	—
Shigeru Murayama	Special Advisor	Advice at the Company's request (non-management involvement)	Part-time Paid	6/25/2020	6/30/2022

Total number of advisors (“*sodanyaku*,” “*komon*,” etc.) who have formerly served as Representative Director and President, etc.

2

Other Matters

- The Company occasionally delegates advisors as persons who have experience as Representative Director and President, etc., and their duties are as follows. However, they are not involved in any decision-making process of management.
 - (1) To provide advice at the request of the Company based on their experience and knowledge of the Company's management over many years.
 - (2) Engage in activities in industry groups and business circles and social contribution activities.
- With regard to the system of advisors and counselors, based on the deliberations of the Nomination Advisory Committee, of which the presiding officer and the majority of the members are Outside Directors, the Board of Directors resolved to abolish the advisor system and establish a new special advisor system as of June 25, 2020. The Board of Directors has resolved to abolish the advisor system and establish a new special advisor system as of June 25, 2020. In addition, it was decided not to appoint any new Honorary Advisors.
- The appointment of Special Advisors is decided by the Board of Directors based on the results of deliberations by the Nomination Advisory Committee, and the term of office is one year in principle.
- Special Advisors are paid compensation commensurate with their responsibilities, as they are responsible for important external activities, such as activities in industry organizations and business circles, as well as social contribution activities, including serving as officers and committee members. Honorary Advisors are not paid any remuneration.

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

(1) Overview of the current corporate governance system

KHI is a company with an Audit & Supervisory Committee and has voluntarily established a Nomination Advisory Committee and a Compensation Advisory Committee as advisory bodies to the Board of Directors as well as a Management Committee, an Executive Officers Committee, and other governance bodies. KHI's main deliberative bodies are as follows.

The Board of Directors comprises 13 Directors (of whom, five serve as Audit & Supervisory Committee Members), with the chairman serving as the presiding officer by resolution of the Board. Six Directors are Outside Directors (of whom, three serve as Audit & Supervisory Committee

Members) and independent of business execution. By avoiding having Directors serve concurrently as officers responsible for specific businesses (the internal company presidents), the Company seeks to enhance the separation of management oversight and business execution and thereby further reinforce the Board of Director's oversight functions.

In addition to the above, the Nomination Advisory Committee and the Compensation Advisory Committee, which are chaired by a presiding officer and the majority of whose members are Outside Directors, have been established as advisory bodies to the Board of Directors for the purpose of improving the transparency and objectivity of its deliberations. The Nomination Advisory Committee deliberates on the policies and standards regarding the appointment and dismissal of Directors and the appropriateness of such, and the Compensation Advisory Committee deliberates on the policies and systems regarding the compensation of Directors and the appropriateness of the individual compensation system, and reports or advises the Board of Directors, respectively.

The Audit & Supervisory Committee comprises five Directors, including three Outside Directors. To secure effective oversight, the two internal Directors have been appointed as full-time Audit & Supervisory Committee Members. Furthermore, to ensure the reliability of financial reporting, the Company appoints Audit & Supervisory Committee Members who have considerable knowledge of finance and accounting.

KHI has adopted an executive officer system in order to facilitate response to rapid changes in the business environment. To accelerate decision making, a great deal of authority over business execution decisions is delegated to the executive Directors and executive officers, who are appointed by the Board of Directors.

In addition, the Company has established a Management Committee consisting of executive directors and presidents of internal companies, etc., as an advisory body to the President, to deliberate on important matters related to business execution, thereby creating a system that enables more appropriate and efficient decision making and business execution. The Executive Officers Committee, chaired by the president and consisting of all executive officers, has been established. In addition to issuing business execution policies based on decisions made by the Board of Directors, Management Committee, etc., the Committee also exchanges opinions on management issues in an effort to unify decision making in Group management.

For a diagram of our corporate governance system, please refer to the attached "Corporate Governance System Diagram." In accordance with Article 427, Paragraph 1, of the Companies Act and Article 31 of the Articles of Incorporation, Directors who are Audit & Supervisory Committee Members and Outside Directors who are not Audit & Supervisory Committee Members have entered into an agreement with the Company that limits their liability to the higher of ¥10 million or the amount stipulated by law (two years' compensation for Directors).

(2) Activities of the Board of Directors

The Company holds monthly meetings of the Board of Directors, and extraordinary meetings of the Board of Directors are held whenever necessary. In addition to legally mandated resolutions, the Board of Directors focuses on medium- and long-term management policies and strategies, medium- and short-term management plans based on these policies and strategies, governance systems appropriate for the Company, and policies for dealing with matters that have a significant impact on management. The following table shows the members of the Board of Directors and their attendance at the Board of Directors meetings held in fiscal 2020.

- Members of the Board of Directors (as of June 25, 2021)

Presiding Officer: Yoshinori Kanehana (Chairman of the Board of Directors)

Members: Yasuhiko Hashimoto (Representative Director, President and Chief Executive Officer), Sukeyuki Namiki, (Representative Director, Vice President and Senior Executive Officer), Katsuya Yamamoto (Representative Director, Vice President and Senior Executive Officer), Hiroshi Nakatani (Director/Managing Executive Officer), Yoshiaki Tamura (Outside Director), Jenifer Rogers (Outside Director), Hideo Tsujimura (Outside Director), Katsuyoshi Fukuma (Director/Audit & Supervisory Committee Member), Akio Nekoshima (Director/Audit & Supervisory Committee Member), Satoru Kohdera (Outside Director, Audit & Supervisory Committee Member), Atsuko Ishii (Outside Director/Audit & Supervisory Committee Member), Ryoichi Saito (Outside Director/Audit & Supervisory Committee Member)

- Attendance at Board of Directors meetings held in fiscal 2020 (Members and positions are as of June 25, 2020)

Representative Chairman of the Board	Yoshinori Kanehana	14/14
Representative Director, President and Chief Executive Officer	Yasuhiko Hashimoto	14/14
Representative Director/Vice President and Senior Executive Officer	Sukeyuki Namiki	14/14
Representative Director/Vice President and Senior Executive Officer	Katsuya Yamamoto	14/14
Director/Managing Executive Officer	Hiroshi Nakatani	14/14
Outside Director	Yoshiaki Tamura	14/14
Outside Director	Jenifer Rogers	14/14
Outside Director	Hideo Tsujimura	11/11
Director/Audit & Supervisory Committee Member	Katsuyoshi Fukuma	14/14
Director/Audit & Supervisory Committee Member	Akio Nekoshima	14/14
Outside Director/Audit & Supervisory Committee Member	Satoru Kohdera	14/14
Outside Director/Audit & Supervisory Committee Member	Atsuko Ishii	14/14
Outside Director/Audit & Supervisory Committee Member	Ryoichi Saito	14/14

Note: Attendance is shown for Mr. Nakatani and Mr. Tsujimura at the Board of Directors meetings held after their appointment on June 25, 2020. The table does not show the attendance of Directors who retired at the conclusion of the 197th Ordinary General Meeting of Shareholders held on June 25, 2020.

(3) Audit Status

(a) Internal Audits

The Auditing Department, which is an internal audit division and consists of 15 persons, works to improve the internal control function by, for example, conducting regular audits to confirm that the Group's execution of general business activities is properly conducted in accordance with laws and internal rules. Furthermore, the Audit & Supervisory Committee and the Auditing Department exchange information regarding their respective audit results and findings. Due to COVID-19 pandemic-related restrictions on overseas travel, audits of overseas subsidiaries scheduled for fiscal 2020 were postponed. Plans call for carrying out these audits remotely in fiscal 2021.

(b) Audits Conducted by the Audit & Supervisory Committee

The composition of the Audit & Supervisory Committee is as described in "II. 2. (1) Overview of Current Corporate Governance System."

Katsuyoshi Fukuma, who is a full-time Audit & Supervisory Committee Member, has been engaged in the business of planning, management, finance, and accounting for many years at the Company and has considerable knowledge of finance and accounting. Akio Nekoshima, a full-time Audit &

Supervisory Committee Member, has considerable knowledge of finance and accounting, having worked for the Company in the areas of finance and accounting, sales promotion, and overseas-related operations. Ryoichi Saito, an Outside Audit & Supervisory Committee Member, has considerable knowledge of finance and accounting, having been engaged in corporate planning, finance, accounting, and risk management at NSK Ltd.

The Audit & Supervisory Committee Members carry out the following activities in accordance with the basic audit policy, audit system, and assignment of duties decided by the Audit & Supervisory Committee. In fiscal 2020, due to COVID-19, the originally scheduled visits to overseas subsidiaries were suspended, but this did not have a major impact on the Company's auditing activities due to the utilization of an online video conferencing system.

- Meet with Directors and executive officers (all Audit & Supervisory Committee Members)
- Attend meetings of the Board of Directors (all Audit & Supervisory Committee Members)
- Attend meetings of the Management Committee and other important meetings (full-time Audit & Supervisory Committee Members and, as needed, Outside Directors serving as Audit & Supervisory Committee Members)
- Coordinate with Outside Directors not serving as Audit & Supervisory Committee Members (all Audit & Supervisory Committee Members)
- Conduct operational audits of the Head Office and operating divisions and survey subsidiaries (all Audit & Supervisory Committee Members)
- Coordinate with the full-time Audit & Supervisory Members of Group companies (all Audit & Supervisory Committee Members)
- Coordinate with internal audit divisions (all Audit & Supervisory Committee Members)
- Coordinate with the independent auditor (all Audit & Supervisory Committee Members)
- Inspect important documents (full-time Audit & Supervisory Committee Members)

The full-time Audit & Supervisory Committee Members attend important meetings, such as those of the Board of Directors and Management Committee, voicing their opinions as needed. Through the above activities, they work to maintain the auditing environment, gather information within the Company, and build and regularly monitor the operation of internal control systems. The full-time members also share the information they collect internally with the Outside Directors serving as Audit & Supervisory Committee Members on a regular basis.

The Outside Directors serving as Audit & Supervisory Committee Members attend meetings of the Board of Directors and, when necessary, other important meetings, such as those of the Management Committee, voicing their opinions as needed based on their respective expert knowledge. They strive to obtain the information necessary for auditing through the above activities and to maintain the auditing environment in cooperation with the other Audit & Supervisory Committee Members. They also share information with the full-time Audit & Supervisory Committee Members by such means as attending meetings of the Audit & Supervisory Committee.

(c) Independent Audits

With regard to independent auditing, we undergo audits of our financial statements by the independent auditor KPMG AZSA LLC.

a) Certified Public Accountants who Performed the Audit and their Auditing Firm
KPMG AZSA LLC Designated Limited Liability Partner, Managing Partner: Kazuhiro Matsuyama

Designated Limited Liability Partner, Managing Partner: Hiroharu Narimoto
Designated Limited Liability Partner, Managing Partner: Kyoichi Seiji

b) Continuous Audit Period: 47 years

The above is for the period after Shinwa Audit Corporation became the Company's auditor. Shinwa Audit Corporation was one of the predecessors of KPMG AZSA LLC, the current auditor. As it was extremely difficult to determine the duration of the continuous audit, the actual time frame may exceed this period.

c) Assistants to the Auditing Work

Certified Public Accountants: 37 people

Other: 37 people

(4) Compliance Implementation System

The Group has established a system to raise awareness of compliance as part of its efforts to improve overall CSR activities. In addition to distributing and disseminating the Kawasaki Group Code of Conduct to employees, we are enhancing education through the use of the Compliance Guidebook and e-learning. We have also designated the month of October as "Compliance Month" to raise awareness of compliance throughout the Group by sending out top management messages and putting up posters. In addition, we have established a Compliance Reporting and Consultation System, which provides a contact point for outside attorneys, so that employees can consult with them without worrying about being seen from within.

3. Reasons for Adoption of Current Corporate Governance System

The Company is continuously working to strengthen its corporate governance system with the aim of achieving sustainable growth and enhancing enterprise value over the medium to long term. The Company has chosen to establish the Audit & Supervisory Committee as a structure that can respond quickly and flexibly to rapid changes in the business environment and simultaneously further strengthen the oversight function of the Board of Directors.

Under the system of a company with Audit & Supervisory Committee, a considerable part of the authority to make decisions on business execution is transferred to the executive directors and the executive officers appointed by the Board of Directors to realize flexible decision making. The Company has adopted this as an appropriate system for conducting flexible and efficient management while ensuring management transparency by increasing the ratio of Outside Directors in the Board of Directors.

III Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights

Supplementary Explanations	
Early Notification of General Shareholder Meeting	In principle, the convocation notice is sent out earlier than the legally stipulated deadline so that shareholders can have sufficient time to consider the agenda.
Scheduling AGMs to Avoid the Peak Day	In order to have as many shareholders as possible participate in the General Meeting of Shareholders, the date of the General Meeting of Shareholders has been set to avoid peak days.

Allowing Electronic Exercise of Voting Rights	The Company has adopted a system for exercising voting rights via the Internet using personal computers and smartphones to improve convenience for shareholders who have difficulty attending the General Meeting of Shareholders.
Participation in Electronic Voting Platform and Other Efforts to Improve Exercise of Voting Rights by Institutional Investors	Since the Annual General Meeting of Shareholders held in June 2006, the Company has been ICJ, Inc.'s electronic voting platform for institutional investors.
Providing Convocation Notice in English	The English translation of almost the entire text of the convocation notice is posted on the Company's website to promote the exercise of voting rights.
Other	Starting with the Ordinary General Meeting of Shareholders held in June 2015, the convocation notice is posted on the Company's website, etc. (in English and Japanese) prior to the date the notices are sent.

2. IR Activities **Update**

	Supplementary Explanations	Explanation by Representative
Preparation and Publication of Disclosure Policy	The Company has created a Disclosure Policy and published it on its website.	
Holding Regular Briefings for Analysts and Institutional Investors	The Company holds financial results briefings four times a year, at the time of the announcement of each quarterly and full-year financial results, to explain its financial results, business forecasts, and future management strategies. The main questions and answers raised at the briefings are posted on the Investors section of the Company's website.	Yes
Regular Investor Briefings for Overseas Investors	In consideration of the impact of COVID-19 on institutional investors in North America, Europe, and other regions, the Company is conducting interviews via web conference, etc.	Yes

Posting Investor Relations Materials on the Company Website	The Company has set up a dedicated IR site on our website, where the following corporate information (1–6) is available. (1) Financial information (2) Timely disclosure materials other than financial information (3) Annual securities report or quarterly securities report (4) Convocation notice for General Meeting of Shareholders (5) Kawasaki Report (integrated report) (6) Presentation materials for financial results
Establishment of Department and/or Manager in Charge of IR	The IR Department of the Head Office and the General Administration Department of the Head Office are established.

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	The Kawasaki Group Mission Statement sets forth the mission that the KHI Group should fulfill for its stakeholders as the Group Mission. In addition, the Kawasaki Group Code of Conduct stipulates the ethical standards that directors and employees should have and the responsibilities they should fulfill toward society and stakeholders in the course of their daily business activities.
Implementation of Environmental Activities, CSR Activities etc.	Our CSR and environmental policies have been formulated as the CSR Activity Policy and Environmental Charter to clarify our contribution to the sustainable development of society and the importance we place on our stakeholders. In addition, the Sustainability Committee and Corporate Environment Committee meet regularly to deliberate and decide on various measures for the KHI Group, and to monitor the status of achievement and compliance. Specific CSR activities and the status of environmental management are reported on our website and in the Kawasaki Report (integrated report), Environmental Report, and ESG Data Book.
Development of Policies on Information Provision to Stakeholders	For the purpose of providing timely and appropriate corporate information in an accurate and fair manner, the Company discloses information in accordance with the timely disclosure rules set forth by the stock exchanges, and the handling of such information is stipulated in the internal rules and clarified in the disclosed information.

Other	To support the further diversification of employees, the Company is striving to accommodate diverse work styles to achieve a work-life balance for all employees, promoting the advancement of women, LGBTQ+ policies, promoting employment of people with disabilities, supporting childcare and nursing care, and creating a workplace that is considerate of the elderly.
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IV Matters Related to the Internal Control System

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

< Basic Internal Control System Policy >

The Kawasaki Group has established an appropriate organization, developed internal rules and regulations, communicated information, and executed business appropriately in order to realize its management philosophy of “Kawasaki, working as one for the good of the planet,” as set forth in the Group Mission (mission and role to be fulfilled), Kawasaki Values, Kawasaki Group Management Principles, and Kawasaki Group Action Guidelines. In addition, by continuously reviewing and improving the internal control system, the Company will further strengthen the efficient and legitimate corporate system that contributes to the sound and sustainable growth of the Group. Based on the above, the Company has established an internal control system as follows.

a. Systems to Ensure the Appropriateness of the Company’s Operations

1. Systems for ensuring that the execution of duties by Directors and employees complies with laws and regulations and the Articles of Incorporation (Article 399-13, Paragraph 1, Item 1 (c) of the Companies Act; Article 110-4, Paragraph 2, Item 4 of the Enforcement Regulations of the Companies Act):

- The Company shall establish and disseminate the Kawasaki Group Code of Conduct (the “Code of Conduct”), which shall serve as the basis for the ethical standards on which Directors, executive officers, and employees shall base their decisions.
- In order to achieve the objectives of effectiveness and efficiency of business operations, reliability of financial reporting, compliance with laws and regulations, preservation of assets, and to ensure the appropriateness of business operations, the Company shall establish an internal control promotion system with the President as the Chief Internal Control Officer and the general managers of each business division as the persons responsible for internal control, and shall operate the internal control system in a unified manner based on the roles and responsibilities of the Directors, executive officers, and employees.
- The Company shall establish a Company-wide Compliance Committee to deliberate and decide on various measures to ensure compliance with the Code of Conduct, various laws and regulations, and the Company’s rules and regulations, and to monitor the operation of such committees. In addition, the Company shall establish a department in the Head Office and each business segment to promote compliance, and shall continuously conduct enlightenment and educational activities regarding compliance with the Code of Conduct, various laws and regulations, and the Company's rules and regulations, in order to raise understanding and awareness of compliance.
- The Company shall strengthen the compliance system by developing and enhancing a system that allows employees to report information on compliance violations.

- While delegating the execution of business to the executive officers appointed by the Board of Directors to an appropriate extent, the appointment of Outside Directors, who are independent officers as defined by the rules of the Tokyo Stock Exchange and who do not pose a risk of conflict of interest

with general shareholders, will strengthen the oversight function of the Board of Directors with respect to overall management.

- The Internal Auditing Department ensures the appropriateness of operations and the reliability of financial reporting by auditing the Company's operations and evaluating and reporting on internal control over financial reporting.
2. Systems for retaining and managing information pertaining to the Directors' execution of their duties (Article 110-4, Paragraph 2, Item 1 of the Enforcement Regulations of the Companies Act):
- Information related to the execution of duties by Directors (minutes, records of decisions and their accompanying materials, accounting books and vouchers, and other information) shall be properly stored and managed in accordance with the Company's regulations. Directors, executive officers appointed by the Directors, and employees shall have access to such information at any time.
 - Confidential information and personal information shall be appropriately stored and managed in accordance with company rules, and the effectiveness of such storage and management shall be ensured through business audits and other means.
3. Rules and other systems pertaining to the management of risk of loss (Article 110-4, Paragraph 2, Item 2 of the Enforcement Regulations of the Companies Act):
- In order to appropriately deal with various risks, the Company shall manage risks individually and in an integrated manner by establishing an internal committee and a department in charge according to the type of risk, developing and operating management methods and systems, and establishing a system to centrally monitor the effectiveness and efficiency of each management system. In addition, the Company shall establish a system to report important matters to the Board of Directors.
 - To prepare for the emergence of risks, the Company shall establish Conduct Guidelines for emergency situations in advance, appoint a Crisis Management Officer at each business site, and establish a system to minimize losses.
 - When a serious risk becomes apparent, it should be promptly reported to the president, who is the Chief Crisis Management Officer, based on the predetermined reporting route.
 - In preparation for the occurrence of a large-scale earthquake, pandemic, or other disaster, the Company shall identify in advance the important operations to be continued or restored on a priority basis and establish a business continuity plan to minimize the impact on the Company's business and shorten the time required for restoration.
4. Systems for ensuring the efficient execution of the Directors' duties (Article 110-4, Paragraph 2, Item 3 of the Enforcement Regulations of the Companies Act):
- Based on the significance of the existence and role of the corporate group consisting of the Company and its subsidiaries ("the Group") as clarified in the Kawasaki Group Mission Statement, establish a long-term vision for the Group as a whole and share the goals to be achieved in the future.
 - In order to realize the long-term vision, based on the management policy determined by the Board of Directors, the business execution departments will incorporate the policy into a concrete management plan, and each organization, executive officer and employee will set and implement their own goals to

achieve the plan. In addition, the Board of Directors periodically receives reports on the progress of the management plan and supervises the execution of business.

- The Company shall appoint executive officers based on the resolution of the Board of Directors, determine their responsibilities, and clarify the business execution system by determining the division of duties of each organization in accordance with the Company's regulations. In addition, the Company will improve the efficiency of the execution of duties by the Directors by stipulating the authority for decision-making in the corporate rules and delegating authority to the executive officers to an appropriate extent.
- When exercising the authority delegated to the president in the corporate rules, the Management Committee, which is established as the advisory body to the President, shall deliberate on the matter depending on the importance of the authority, thereby ensuring the appropriateness and efficiency of business execution. In addition, an Executive Officers Committee has been established as a forum for the dissemination of management policies and plans to the executive officers and for the exchange of opinions, etc., in order to align the management of the KHI Group.
- In accordance with the internal companies system, each business segment shall make its own decisions under the authority and responsibility delegated to it, and shall conduct flexible business operations that adapt to changes in the business environment. In addition, each internal company will establish a management committee headed by the president of the internal company, who will be ultimately responsible for the execution of the business of the internal company.

b. Systems necessary to ensure the appropriateness of the Group's business operations: The Company shall strive to develop the following systems in accordance with the nature, scale, region, and importance of each subsidiary's business to ensure the appropriateness of the Group's business operations.

1. Systems to ensure that the execution of duties by directors and employees of subsidiaries complies with laws and regulations and the Articles of Incorporation (Article 110-4, Paragraph 2, Item 5 (d) of the Enforcement Regulations of the Companies Act):

- The Company shall, from the standpoint of the parent company, oversee the internal control of its subsidiaries and establish a system to ensure that the Group as a whole achieves the objectives of effectiveness and efficiency of operations, reliability of financial reporting, compliance with laws and regulations, and preservation of assets, and ensures the appropriateness of operations.
- The Company-wide Compliance Committee shall deliberate and decide on policies and various measures concerning the Code of Conduct and compliance for the entire Group. In addition, the relevant divisions of the Head Office and business segments that manage the subsidiaries shall collaborate to monitor the operation status of the subsidiaries.
- The Company, as a shareholder of subsidiaries, shall exercise control through the exercise of voting rights at each the subsidiary's General Meeting of Shareholders, and shall supervise and monitor the management of the subsidiary by dispatching to the subsidiary, as appropriate, part-time directors or part-time Audit & Supervisory Members, or both ("part-time officers") who are not themselves engaged in the execution of the subsidiary's business. In addition, the Company shall establish a department to oversee the management of subsidiaries and develop a system to manage appropriate group management.
- The Company's Internal Auditing Department ensures the appropriateness of operations and the reliability of financial reporting by auditing the operations of subsidiaries and conducting assessments of internal control over financial reporting.

2. System for reporting to the Company on matters related to the execution of duties by directors of subsidiaries (Article 110-4, Paragraph 2, Item 5 (a) of the Enforcement Regulations of the Companies Act):

- The Company shall receive reports on the status of execution of duties by directors of subsidiaries through part-time officers dispatched to the subsidiaries.
- Subsidiaries shall periodically report their management status to the Company in the form of management reports and, in accordance with the Company's regulations, shall consult in advance with the Company's departments in charge regarding important management decision-making matters.

3. Rules and other systems for managing the risk of loss of subsidiaries (Article 110-4, Paragraph 2, Item 5 (b) of the Enforcement Regulations of the Companies Act):

- The Company shall implement risk management for the entire Group and strive to avoid or minimize risks or losses caused by risks.
- The Company shall instruct each subsidiary to formulate a policy for dealing with crises and to establish a system for crisis management in preparation for the emergence of risks in the subsidiary.
- When a serious risk becomes apparent, it shall be promptly reported to the Company in accordance with the predetermined reporting route.

4. System to ensure that the execution of duties by directors of subsidiaries is carried out efficiently (Article 110-4, Paragraph 2, Item 5 (c) of the Enforcement Regulations of the Companies Act):

- While respecting the autonomy of the management of each company of the Group, the Company shall share the basic ideas and visions expressed in the Kawasaki Group Mission Statement, long-term vision and management plan, etc., and shall establish a system for appropriate and efficient business execution by clarifying the goals of the Group as a whole.
- The Company shall ensure that its subsidiaries maintain decision-making standards to improve the efficiency of business execution.

c. Matters Necessary for the Execution of the Duties of the Company's Audit & Supervisory Committee

1. Matters concerning employees to assist the duties of the Audit Committee (Article 110-4, Paragraph 1, Item 1 of the Ordinance for Enforcement of the Companies Act): Necessary full-time employees shall be assigned at the request of the Audit Committee.

2. Matters concerning the independence of employees who are to assist the Audit & Supervisory Committee from the Directors (excluding Audit & Supervisory Committee Members), and matters concerning the effectiveness of instructions given by the Audit & Supervisory Committee to employees who are to assist the Audit & Supervisory Committee (Article 110-4, Paragraph 1, Items 2 and 3 of the Enforcement Regulations of the Companies Act): Employees who are to assist the Audit & Supervisory Committee in its duties shall be subject to the direction and orders of the Audit & Supervisory Committee, and the prior consent of the Audit & Supervisory Committee shall be required for any personnel transfer, performance evaluation, and disciplinary action.

3. Systems for reporting to the Audit & Supervisory Committee by Directors (excluding Audit & Supervisory Committee Members) and employees, and systems for reporting to the Audit & Supervisory Committee of the Company's subsidiaries by the Directors, Audit & Supervisory Board Members and employees of the subsidiaries, or persons receiving reports from these persons (Article 110-4, Paragraph 1, Item 4 of the Enforcement Regulations of the Companies Act):

- The Audit & Supervisory Committee Members shall attend the internal committees of the Company, including the Board of Directors, Management Committee, Executive Officers Committee, Sustainability Committee, and the Company-wide Compliance Committee. Through these meetings, the Company's directors (excluding Audit & Supervisory Committee Members), executive officers and employees are informed of important matters concerning the Group's management and business operations, including matters related to compliance, risk management, and internal control, as well as the status of the execution of their duties.
- The Company's directors, executive officers, and employees shall immediately report to the Company's Audit & Supervisory Committee when they discover any facts that may cause significant damage to the Group.
- In the event that any Director, Audit & Supervisory Committee Member, or employee of a subsidiary discovers any fact that may cause significant damage to the Group, such fact shall be immediately reported to the relevant department of the Company. Upon receipt of such report, the relevant department of the Company shall report the contents to the Audit & Supervisory Committee.
- In accordance with the corporate rules, the Company's executive officers and employees shall report to the Audit & Supervisory Committee on the execution of the Group's business through internal circulars.
- The Company's Auditing Department and independent auditors shall, on a timely basis, report to the Audit & Supervisory Committee on the status of audits of the Group and exchange information.

4. System to ensure that a person who has made a report as described in 3. above is not treated disadvantageously for having made such a report (Article 110-4, Paragraph 1, Item 5 of the Enforcement Regulations of the Companies Act):

The Company stipulates in its corporate rules the prohibition of unfair or disadvantageous treatment of those who have made reports as described in 3. above, and shall have its subsidiaries stipulate the same in their corporate rules.

5. Matters concerning the procedures for prepayment or reimbursement of expenses incurred in the execution of duties by Audit & Supervisory Committee Members (limited to those related to the execution of duties by the Audit & Supervisory Committee) and other policies concerning the treatment of expenses or liabilities incurred in the execution of such duties (Article 110-4, Paragraph 1, Item 6 of the Enforcement Regulations of the Companies Act):

In the event that an Audit & Supervisory Committee Member makes a request to the Company for advance payment of expenses, etc. pursuant to the Companies Act in connection with the execution of duties (limited to those relating to the execution of the Audit & Supervisory Committee's duties), the Company shall promptly dispose of such expenses or liabilities unless the expenses or liabilities relating to such request are deemed to be unnecessary for the execution of the Audit & Supervisory Committee Member's duties.

In the event that any Audit & Supervisory Committee Member makes a request to the Company for advance payment of expenses, etc., in accordance with the Companies Act in connection with the execution of his/her duties, such expenses or debts shall be promptly disposed of, unless the expenses or

debts pertaining to such request are deemed to be unnecessary for the execution of the duties of the Audit & Supervisory Board Member.

6. Other systems to ensure that audits by the Audit & Supervisory Committee are conducted effectively (Article 110-4, Paragraph 1, Item 7 of the Enforcement Regulations of the Companies Act):

- Directors and Audit & Supervisory Committee Members shall exchange information and opinions on a regular basis in order to promote mutual communication. In addition, Audit & Supervisory Committee Members shall attend important meetings such as those of the Board of Directors and the Management Committee to express their opinions directly regarding the execution of duties by Directors (excluding Audit & Supervisory Committee Members) and executive officers.
- The Directors of the Company and its subsidiaries shall cooperate in establishing a system that enables the Audit & Supervisory Committee of the Company to conduct more effective and efficient audits through cooperation with the Internal Auditing Department of the Company and the Audit & Supervisory Members of the subsidiaries.
- The Company and its subsidiaries shall obtain the consent of the Audit Committee or the auditors of the relevant company or the decision of the auditors of the relevant company, in accordance with laws and ordinances and the Articles of Incorporation, with respect to proposals for the appointment of auditors of the relevant company and the compensation of such auditors.
- The Audit & Supervisory Committee Members to be appointed by the Company shall include at least one person who has considerable knowledge of finance and accounting.

2. Basic Views on Eliminating Anti-Social Forces

The Group resolutely rejects any unreasonable demands from anti-social forces, and specifies in the “Code of Conduct” that it shall not have any relations with anti-social forces and shall ensure that all Directors, Executive Officers, and employees are thoroughly aware of the matters contained in it. Furthermore, with respect to internal systems, the Company has established a department in the headquarters which is responsible for overseeing handling of expulsion of anti-social forces, established close cooperation with external specialized organizations such as the police force, and in collaboration with the concerned departments, the Company systematically handles unreasonable requests from anti-social forces.

V Other

1. Adoption of Anti-Takeover Measures

Adoption of anti-takeover measures	not adopted
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Supplementary Explanation

The Company does not plan to introduce anti-takeover measures at this time, but will consider what measures it should take in order not to damage the interests of all stakeholders, including shareholders who support the Company’s efforts. In addition, the Company is committed to improving enterprise value by planning and implementing management strategies based on a medium-term perspective, conducting highly transparent management with respect to shareholders, customers, employees, local communities, and other stakeholders, building smooth relationships, and maintaining efficient and sound management. The Company believes that it is important that these efforts to improve enterprise value and the results of these efforts are fairly evaluated in the stock market and correctly reflected in the stock price. To this end, the Company will continue to focus on appropriate information disclosure and deepening communication with our shareholders.

2. Other Matters Related to the Corporate Governance System

The Company has established the “Rules on Timely Disclosure of Corporate Information,” which stipulate the matters requiring timely disclosure and the handling of such matters, for the purpose of providing accurate and fair corporate information to investors in a timely and appropriate manner in compliance with the timely disclosure rules established by the stock exchanges, and has established the following internal system for timely disclosure and discloses corporate information in accordance with such internal rules.

- Ensure that all employees are familiar with the “Rules for Timely Disclosure of Corporate Information.”
- When an event specified in the “Rules for Timely Disclosure of Corporate Information” occurs, the head of the relevant department for the event (“the relevant department head”) shall promptly report the event information to the head of the General Administration Department of the Head Office (“the General Administration head”), who is responsible for handling the information.
- The General Administration head shall determine, in consultation with the senior manager of PR and the relevant department head, whether or not the relevant information is disclosed as required by the timely disclosure rules stipulated by the stock exchanges.
- If the information is determined to require disclosure, the General Administration head shall report the specific details of the event and the intention to disclose the information to the president, who shall approve the disclosure.
- The president shall report the contents of the disclosure to the directors without delay.
- The General Administration head will promptly disclose the information to investors.
- The Internal Auditing Department shall verify the appropriateness and effectiveness of the relevant internal systems and report to the Directors.

Corporate Governance System Diagram

