Corporate Governance Basic Policy

Chapter 1：General Provisions

(Purpose)

Article1.

UNISOL HOLDINGS Corporation (hereinafter referred to as the "Company") hereby establishes this Basic Policy on corporate governance for the purpose of aiming for sustainable growth and the enhancement of corporate value over the medium to long term for the Company and its subsidiaries and affiliates (hereinafter collectively referred to as the "Group").

(Basic Concept of Corporate Governance)
Article2.

To fulfill its responsibilities to all stakeholders and future society, the Company establishes its fundamental policy on governance as realizing strong group management driven by prompt and efficient decision-making under a fair and transparent management system, and continuously strives to enhance the following:

1. Respect the rights of all shareholders, including minority shareholders and foreign shareholders, and foster an environment that secures smooth exercise of rights and substantive equality. Furthermore, actively engage in constructive dialogue with shareholders and investors to achieve sustainable growth and enhance corporate value over the medium to long term.
2. Strive for appropriate collaboration with stakeholders, including shareholders, employees, customers, business partners, and local communities, and foster a corporate culture that respects sound business ethics.
3. Appropriately disclose accurate financial information and highly useful non-financial information based on laws and regulations, while proactively taking independent initiatives for information dissemination to ensure management transparency.
4. The Board of Directors shall set the directional course for the Group Headquarters (management strategy, etc.) and demonstrate effective supervisory functions through appropriate management control over Group companies, thereby leading the sustainable growth and medium- to long-term enhancement of corporate value for the Group as a whole.

2. The Board of Directors shall assume roles including establishing the strategic direction of the Group, efficiently securing and appropriately allocating Group management resources, and formulating and executing capital policies. Simultaneously, by supervising the construction and operation of the internal control systems across the Group including the Company, the Board shall

strive to build a Group management structure, such as accurately apprehending operational risks within the Group and ensuring thorough profitability and risk management across the Group.

3. The Company defines the Group Philosophy, composed of "SLOGAN, VISION, MISSION, 3 VALUES, and 7 STANDARDS," as the basic principle of management shared by all employees of the Group, and the Board of Directors shall verify its implementation status as appropriate.

[SLOGAN] "Our motto and promise to society"
Unlocking “Aha!” moments, one after another.

[VISION] "The future we hope to build"
Towards a world overflowing with “I want to make this happen!”

[MISSION] **"**Our daily mission **"**
Pioneering the present with inspiring solutions, and partnering for your journey beyond.

[3 VALUES] "Three values we possess**"**
(1) **Co-**Creative Spiri**t:** We recognize people and their ideas that are different from our own and exchange our opinions.
(2) Growth motivation**:** We are always seeking challenges to grow.
(3) Thinking of issues as our own matters**:** We face any issues with sincerity and take action on our own initiatives.

[7 STANDARDS] “Seven standards when we think and act as group members”

(1) We comply with all relevant laws and social rules, and maintain a high sense of ethics.
(2) We respect human rights, protect the dignity of the individual, and recognize and accept diversity.
(3) We recognize the importance of environmental and social action to achieve sustainability, and actively engage in such activity.
(4) We value honesty and always try to be fair and equitable.
(5) We always consider the option of seizing a challenging opportunity, even if this involves taking a risk.
(6) We strive for sincerity in all things in order to build on and secure trust in both our public and private lives.
(7) We understand the significance of our work and other activities and see these as opportunities for self-fulfillment in service of continued growth.

Chapter 2：Securing Rights and Equality of Shareholders, Dialogue with Shareholders

(Securing Rights and Equality of Shareholders and Related Party Transactions)
Article3.

The Company respects the rights of all shareholders, including minority shareholders and foreign shareholders. To ensure the smooth exercise of rights and substantive equality, the Company works to improve the environment by utilizing electronic voting platforms and providing English translations of notices of convocation.

2. In cases where institutional investors or other shareholders holding shares under the name of trust banks or other entities express a desire to exercise substantive shareholder rights at the General Meeting of Shareholders, the Company shall consult with relevant parties and handle the matter appropriately.

3. When engaging in capital raising that leads to significant dilution, the Board of Directors shall thoroughly deliberate and approve the necessity and impact on existing shareholders, and provide sufficient explanations to shareholders and investors.

4. To ensure that transactions with Directors, major shareholders, or other related parties (related party transactions) do not harm the interests of the Company or the common interests of shareholders, the Company shall scrutinize their appropriateness in advance and report regularly to the Board of Directors.

5. Conflict of interest transactions between the Company and Directors shall be subject to resolution by the Board of Directors, ensuring fair operation such as excluding interested Directors from voting. In addition, the Audit and Supervisory Committee shall monitor and verify whether there is any breach of duty by Directors in such transactions.

(Constructive Dialogue with Shareholders, etc.)
Article 4.

The Company shall endeavor to ensure that constructive dialogue with shareholders, etc., contributes to the sustainable growth and medium- to long-term enhancement of corporate value of the Group, and shall designate an Executive Officer in charge of IR as the officer responsible for promoting constructive dialogue.

2. The Executive Officer in charge of IR shall engage in dialogue as appropriate with major shareholders who have investment policies matching the medium- to long-term interests of shareholders, taking full care to avoid significant information asymmetry among shareholders during such dialogues.

3. Opinions and information obtained through dialogue shall be regularly reported to and shared among Directors and Executive Officers

4. Regarding information on the business environment, management strategy, financial position, and operating results of the Group, the Company shall strive to enhance information disclosure by conducting IR activities and distributing audio and video via its website, in addition to statutory

disclosures.

5. The Company shall establish a "Disclosure Policy" to prevent leakage of undisclosed insider information and work to ensure fairness in IR activities.

6. When formulating and announcing management strategies, etc., the Company shall strive to provide clear and easy-to-understand explanations for shareholders by presenting basic capital policies, investment strategies, and earnings plans reflecting business strategy and cost of capital.

(Exercise of Rights at the General Meeting of Shareholders)
Article 5.

Recognizing that the General Meeting of Shareholders is the highest decision-making body and a venue for constructive dialogue with shareholders, the Company shall provide useful information in a timely and accurate manner to facilitate appropriate decision-making by shareholders, while working on environmental improvements so that the intentions of shareholders are properly reflected in management.

2. To enable shareholders to adequately consider proposals and exercise their voting rights appropriately, the Company shall dispatch the notice of convocation for the Annual General Meeting of Shareholders prior to the statutory deadline. In addition, following the Board of Directors' resolution on convocation, the Company shall promptly make electronic disclosures via TDnet and the Company's website.

3. The Company shall set the date of the General Meeting of Shareholders appropriately to enable a greater number of shareholders to attend and engage in constructive dialogue.

(Analysis of Dissenting Votes)
Article 6.

If a proposal made by the Company is approved at a General Meeting of Shareholders but receives 20% or more dissenting votes, the Board of Directors shall analyze the reasons for the opposition and consider whether dialogue with shareholders is necessary and other appropriate actions.

(Cross-Shareholdings)
Article 7.

The Company may hold listed shares as cross-shareholdings for the purpose of building, maintaining, and strengthening long-term, stable business relationships.

2. Regarding the appropriateness of shareholdings, the Head of Corporate Administration Unit shall specifically examine each cross-shareholding every year concerning the appropriateness of holding purposes and medium- to long-term economic rationale, reporting and deliberating the findings at the Board of Directors meeting.

3. Cross-shareholdings deemed inappropriate for continued holding as a result of verification shall

be targeted for sale, and the Company shall endeavor to reduce cross-shareholdings.

4. Regarding the exercise of voting rights attached to cross-shareholdings, the Company shall examine the details of proposals, judge whether they contribute to the enhancement of shareholder value, and exercise rights appropriately. If it is judged that the exercise of voting rights would impair shareholder value, the Company shall express its intention as a shareholder by not making a favorable decision.

5.When a corporate shareholder holding the Company's shares as cross-shareholdings indicates an intention to sell or otherwise dispose of such shares, the Company shall not hinder or impede such sale or disposition.

Chapter 3：Appropriate Collaboration with Stakeholders Other Than Shareholders

(Appropriate Collaboration with Stakeholders Other Than Shareholders)
Article 8.

Based on the Group Philosophy, the Company shall strive for appropriate collaboration with diverse stakeholders, including shareholders, employees, customers, business partners, and local communities, to achieve sustainable growth and medium- to long-term corporate value enhancement, aiming for continuous development of the Group through earning their trust.

2. The Board of Directors and management shall exercise leadership in fostering a corporate culture that respects the rights and positions of stakeholders and sound business ethics. As part of this effort, the Company formulates a "Compliance Manual" to practice fair and appropriate corporate activities, ensuring its thorough dissemination and execution across the Group.

(Ensuring Diversity Within the Company)
Article 9.

The Company respects the positions and perspectives of all employees regardless of nationality, gender, or beliefs, strictly complies with relevant laws and regulations, and works to create a comfortable workplace environment where diverse talent can maximize their potential.

2. For sustainable growth, the Company promotes the appointment of diverse core human resources with different experiences, skills, and career backgrounds. The Company sets voluntary and measurable targets for this purpose and discloses progress. To secure and promote internal diversity, the Company formulates specific policies for human resource development and internal environment improvement, disclosing their implementation status.

(Internal Whistleblowing)
Article 10.

To detect and correct ethical violations or legal infractions at an early stage, the Company establishes an internal whistleblowing contact point ("Compliance Line") allowing Group officers and employees to report and consult directly, and the Board of Directors appropriately supervises its operation.

2. Internal whistleblowing channels are established both internally and externally with guaranteed independence from management, and periodic reporting to the Board of Directors on operational status is mandatory for both channels.

3. The Company strictly protects whistleblowers by prohibiting any detrimental treatment against an individual on the grounds of having submitted a report or reported to external authorities.

(Fulfilling the Function as Asset Owner of Corporate Pension)
Article 11.

Recognizing that corporate pensions affect the stable asset formation of employees and the Company's financial standing, the Company shall enhance its functions as an asset owner through appropriate training and assignment of personnel so that plan assets are managed properly, and disclose the content of such efforts. Furthermore, potential conflicts of interest between beneficiaries and the Company shall be managed appropriately.

Chapter 4：Ensuring Appropriate Information Disclosure and Transparency

(Ensuring Appropriate Information Disclosure and Transparency)
Article 12.

To maintain and improve the trust of stakeholders and enhance management transparency, the Company formulates a "Disclosure Policy" and executes timely, accurate, fair, and clear information disclosure.

2. In addition to statutory disclosures required by laws and Tokyo Stock Exchange rules, the Company discloses information necessary for investment decisions (such as management environment and industry trends) and information with high social demand (such as sustainability initiatives, human capital investment, and intellectual property investment).

3. To obtain fair evaluation from global capital markets, the Company endeavors to disclose information in English within reasonable scope, including required documents such as convocation notices for General Meetings of Shareholders.

Chapter 5：Corporate Governance System and Responsibilities of the Board of Directors, etc.

(Institutional Design)
Article 13.

As a Company with an Audit and Supervisory Committee, the Company clearly separates management supervisory functions from management execution functions. The Board of Directors assumes management supervisory functions, while Executive Directors assume business execution functions. The Audit and Supervisory Committee, composed of a majority of Independent External Directors, secures management soundness by auditing the legality and validity of business execution by Directors.

(Corporate Governance System)
Article 14.

The Board of Directors of the Company, as the Group Headquarters, delegates business execution authority within reasonable bounds to operating subsidiaries and endeavors to strengthen supervisory functions by monitoring whether Group management is conducted lawfully and appropriately through Executive Directors and achieving expected performance.

2. The Company adopts an Executive Officer System to clearly separate management decision-making/supervision from business execution, enhancing the overall functionality of the Board of Directors, expediting decision-making, and securing operational efficiency.

3. To deliberate on the fairness and appropriateness of officer nomination/dismissal and officer remuneration, and to ensure management transparency and enhance accountability, the Company establishes a Nomination Committee and a Compensation Committee under the Board of Directors, with Independent External Directors constituting a majority in both. The Chairpersons of both committees are elected from among Independent External Directors by mutual vote.

(Roles and Responsibilities of the Board of Directors: Major Directions in Corporate Strategy, etc.)
Article 15.

Taking into account fiduciary responsibility and accountability to shareholders, the Board of Directors establishes an effective and highly transparent governance framework and appropriately fulfills its roles and responsibilities to promote sustainable growth and medium- to long-term corporate value enhancement.

2. Based on laws, regulations, Articles of Incorporation, and internal rules, the Board of Directors makes decisions on important management matters and conducts highly effective supervision over business execution.

3. To demonstrate fair and transparent management oversight while enabling swift business execution, the Board of Directors delegates execution authority for matters outside Board resolution requirements to the President and Representative Director. The President and Representative Director may re-delegate authority to Directors in charge and Executive Officers.

4. In formulating and announcing management strategies and plans, the Board of Directors accurately grasps and presents the Company's cost of capital and capital efficiency, clearly explaining investments in human capital, intellectual property, and portfolio reviews to shareholders and investors.

(Roles and Responsibilities of the Board of Directors: Environment for Appropriate Risk-Taking)
Article 16.

The Board of Directors promotes the development of a healthy corporate environment so that management can make prompt, decisive decisions and demonstrate appropriate risk-taking.

2. The Board of Directors continuously verifies whether management resource allocation is optimized against formulated management strategies/plans and contributes to sustainable growth.

3. In structuring management remuneration, the Board of Directors provides appropriate incentives aligned with medium- to long-term corporate value enhancement.

(Roles and Responsibilities of the Board of Directors: Effective Supervision over Management and Directors)
Article 17.

The Board of Directors evaluates company performance from an independent, objective standpoint and appropriately reflects results in personnel processes such as management nomination, dismissal, and remuneration.

2. The Board of Directors proactively engages in formulating and operating succession plans for the Representative Director, supervising effectively so that next-generation leader cultivation and systematic selection of qualified Representative Directors take place.

3. The Board of Directors strictly supervises internal management systems to ensure timely and accurate information disclosure to shareholders and investors.

4. The Board of Directors establishes and discloses frameworks to manage potential conflicts of interest with management or controlling shareholders, monitoring whether fair transactions occur according to established procedures.

5. The Board of Directors appropriately builds internal control and enterprise risk management systems covering the entire Group, effectively supervising operational status through collaboration with the Internal Audit Department.

(Roles and Responsibilities of the Board of Directors: Sustainability Initiatives)
Article 18.

Recognizing the social responsibility it must fulfill, the Board of Directors establishes basic policies and proactively addresses the following sustainability challenges as key management issues that reduce future risk and generate business opportunities:

ⅰ.Addressing environmental issues such as climate change and contributing to a decarbonized, circular society
ⅱ.Respecting human rights, improving working environments, and promoting diversity
ⅲ.Developing the entire supply chain through fair and equitable transactions with business partners
ⅳ.Strengthening crisis management systems against natural disasters

(Composition of the Board of Directors)
Article 19.

To ensure effective operations and active discussions, the Articles of Incorporation specify that the number of Directors (excluding Audit and Supervisory Committee Members) shall be 8 or fewer, and Directors who are Audit and Supervisory Committee Members shall be 3 or fewer. The Board of Directors consists of Directors and Independent External Directors possessive of individual skills matching the knowledge, experience, capability, diversity, and strategic direction suitable for the Group's broad business domains.

2. To ensure sufficient communication and rapid decision-making across the Group while strengthening group governance, the Company may nominate multiple candidates for Directorships in subsidiary companies or candidates serving concurrently in subsidiaries and the Company.

3.To appropriately reflect in our Group’s business policies, internal controls, risk management, and oversight of business execution the opinions of individuals with rich experience and deep insight—such as corporate executives (including former executives), legal experts, and accounting experts—we will appoint Independent External Directors so that they constitute at least one-third of the Board of Directors.

(Board Operations and Activation of Deliberations)
Article 20.

To promote active deliberations and smooth operations, the Board of Directors establishes the following environment:

ⅰ.Early determination of the annual schedule and securing adequate meeting times
ⅱ.Advance distribution of Board materials to all Directors, including Independent External Directors
ⅲ.Inviting appropriate officers/employees and hearing reports/opinions based on agenda topics

2. The Board of Directors strives to foster a culture of open, constructive discussion and opinion exchange, including active issue-raising by Independent External Directors.

3. Directors shall proactively gather information to fulfill their roles and responsibilities, and the Board of Directors regularly verifies whether necessary information requested by each Director is

appropriately secured.

4. The Company establishes an effective support framework to assist the execution of duties of the Board of Directors.

(Appointment and Dismissal of Directors)
Article 21.

Candidates for Directorship are deliberated by the Nomination Committee, reported to the Board of Directors, and determined following Board deliberation. Candidates must satisfy the appointment criteria established by the Company.

2. Candidates for Independent External Directors must satisfy the Company's appointment criteria and the independence standards set by the Company and the Tokyo Stock Exchange, ensuring no potential conflict of interest with general shareholders.

3. The Board of Directors discloses individual reasons for nominating Directorship candidates.

4. When a Director concurrently serves as an officer at another company, such service shall be limited to a scope that allows fulfillment of the duty of due care and duty of loyalty as a Director.

5. If a Director of the Company falls under any of the following, the Nomination Committee shall deliberate on dismissal, and upon Board resolution, the dismissal proposal shall be submitted to the General Meeting of Shareholders:

ⅰ.Engaging in acts contrary to public order and morals
ⅱ.Difficulty continuing duties due to health reasons
ⅲ.Significantly damaging corporate value through neglect of duties
ⅳ.Ceasing to meet the Company's appointment criteria for Directors

(Prerequisites for Ensuring Effectiveness of Board of Directors and Audit and Supervisory Committee)
Article 22.

To guarantee the effectiveness of decision-making and oversight, the Board of Directors conducts an annual evaluation of overall Board effectiveness taking into account individual self-evaluations, and discloses an outline of the results.

2. The Board of Directors and Audit and Supervisory Committee are structured to balance necessary knowledge, experience, capability, diversity, and appropriate scale reflecting Group operations and strategies. The skill matrix combining individual qualifications is disclosed alongside nomination policies.

3. The Audit and Supervisory Committee consists of members with necessary financial, accounting, and legal expertise, including at least one member with sufficient financial and accounting insight.

(Roles and Responsibilities of the Audit and Supervisory Committee)
Article 23.

Bearing fiduciary responsibility to shareholders and aiming to secure an effective and transparent corporate governance system, the Audit and Supervisory Committee acts as an independent organ from the Board of Directors to audit Director duty execution and exercise authority regarding appointment, dismissal, and audit fees of External Accounting Auditors.

2. The Audit and Supervisory Committee monitors whether the Board's supervisory function over management effectively promotes sustainable growth and medium- to long-term value enhancement, offering opinions to management as necessary.

3. The Audit and Supervisory Committee monitors and verifies the establishment and operation of internal control systems, actively utilizing audit-derived information in Board deliberations regarding internal controls.

4. The Audit and Supervisory Committee supervises business execution by exercising rights to state opinions on Director (excluding Committee members) appointment, dismissal, and remuneration.

5. The Audit and Supervisory Committee examines, from an independent and objective standpoint, whether to approve conflict of interest transactions involving Directors (excluding Committee members).

(Composition and Selection of Audit and Supervisory Committee)
Article 24.

The Audit and Supervisory Committee consists of all Directors who are Audit and Supervisory Committee Members. The number of members shall be 3 or fewer as fixed by the Articles of Incorporation, with a majority consisting of Independent External Directors meeting independence criteria.

2. Candidates for Audit and Supervisory Committee Members are deliberated by the Nomination Committee, approved by the Audit and Supervisory Committee, reported to the Board, and decided by the Board. Candidates must meet established selection criteria.

3. Candidates for the members of the Audit and Supervisory Committee must satisfy the criteria for the independence standards set by the Company and the Tokyo Stock Exchange, ensuring no potential conflict of interest with general shareholders.

4. The Board of Directors discloses individual reasons for nominating the candidates for the Audit and Supervisory Committee.

5. When a member of the Audit and Supervisory Committee concurrently serves as an officer at another company, such service shall be limited to a scope that allows fulfillment of the duty of due care and duty of loyalty as a Director and a member of the Audit and Supervisory Committee.

(Utilization of Voluntary Mechanisms)
Article 25.

The Nomination Committee deliberates on the following matters regarding the Company and subsidiaries deemed necessary, reporting results or making recommendations to the Board:

i .Proposals submitted to General Shareholder Meetings concerning officer appointment/dismissal
ii .Matters concerning selection/dismissal of Representative Directors and Executive Directors
iii .Succession plans for management, including the President and Representative Director
iv .Other equivalent matters and items consulted by the Board

2. The Remuneration Committee deliberates on the following matters, reporting or making recommendations to the Board:

i .Policies and procedures for determining officer remuneration (Exhibit 1)
ii .Important decisions/changes regarding officer treatment
iii .Determining individual officer remuneration amounts
iv .Evaluating company performance and individual officer performance
v .Other equivalent matters and items consulted by the Board

3. To ensure objectivity and transparency, both of the aforementioned committees are composed of a majority of independent directors. In addition, the concept of independence regarding the composition of each committee, as well as their authorities and roles, are appropriately disclosed.

(Coordination with External Accounting Auditors)
Article 26.

The Company and External Accounting Auditors recognize their substantial responsibilities toward shareholders and investors, coordinating appropriately to ensure proper audits.

2. The Audit and Supervisory Committee, in cooperation with the Board of Directors and the Internal Audit Department, will promote the development of the following environment and systems.

i .Securing sufficient audit time
ii .Providing regular meeting opportunities with senior management
iii .Developing systems to respond to identified deficiencies and issues

(Roles and Responsibilities of Independent External Directors)
Article 27.

Independent External Directors utilize their specialized experience and insight to fulfill the

following roles, contributing to sustainable growth and long-term corporate value:

ⅰ.Participating in and advising on important management decisions

ⅱ.Objectively verifying, evaluating, and supervising management performance and execution

ⅲ.Reflecting stakeholder views and opinions in Board deliberations

2. Independent External Directors should regularly hold meetings consisting solely of Independent External Directors to exchange information and share awareness based on an independent and objective standpoint.

3. Independent External Directors strictly oversee, from an independent standpoint, conflict of interest transactions between the company and management or controlling shareholders, as well as important matters that affect the interests of minority shareholders.

(Quality, Quantity, and Independence of Independent External Directors)

Article 28.

To contribute to the sustainable growth of the Company and the enhancement of corporate value over the medium to long term, the Board of Directors selects candidates for Independent External Directors who possess high qualifications to lead frank and constructive discussions at Board of Directors meetings.

2. To ensure its effectiveness and fully demonstrate its supervisory function, the Board of Directors shall appoint Independent External Directors representing at least one-third of the Board.

3. The Board of Directors shall establish and disclose the "Independence Criteria for External Directors" to objectively and substantively evaluate whether there is any risk of conflict of interest with general shareholders, taking into account the criteria set by the Tokyo Stock Exchange.

(Functionality and Support Framework for Independent External Directors)

Article 29.

Independent External Directors shall establish a framework for cooperation with management, while exchanging information and sharing awareness of issues among themselves on a regular basis.

2. Independent External Directors may, whenever they deem it necessary for the execution of their duties, request internal Directors, Executive Officers, and employees to provide explanations or reports, or to submit internal documents.

3. To ensure that necessary information is accurately provided to Independent External Directors, the Company assigns specific departments or personnel responsible for communication and coordination within the Company. In addition, the Company ensures collaboration with the Internal Audit Department as necessary.

4. When Independent External Directors deem it necessary to perform their duties, the Company shall provide them with opportunities to obtain advice from outside experts, such as attorneys and certified public accountants, at the Company's expense.

(Training and Development for Directors, etc.)
Article 30.

Upon assumption of office and continuously throughout their tenure, the Company shall provide Directors and other officers with opportunities and financial support for acquiring and updating the knowledge necessary to appropriately fulfill their roles and responsibilities.

2. In order to appropriately fulfill their duties, directors and other officers shall continuously and proactively collect information and cultivate their knowledge regarding the Company's business trends, financial condition, laws and legal liabilities, corporate governance, and other relevant matters.

3. The Company will disclose its policy regarding the provision of training opportunities and financial support suitable for Directors and other officers. In addition, the Board of Directors will appropriately verify from time to time whether these support systems are functioning effectively.

(Amendments and Abolition)
Article 31.

Amendments to or abolitions of this Policy shall be determined by resolution of the Board of Directors.

Supplementary Provisions

- Enacted on October 1, 2021
- Revised on April 17, 2023
- Revised on March 28, 2025
- Revised on January 1, 2026
- Revised on November 9, 2026

(Exhibit 1) ：Policy on Determining Amounts or Calculation Methods of Director Remuneration, etc.

The Company's policy regarding the determination of the amount or calculation method of officer remuneration, etc. is as follows:

1. The director remuneration system is designed to serve as a healthy incentive toward improving medium- to long-term business performance and increasing corporate value across the Group. Director remuneration consists of monthly remuneration, performance-

linked bonuses based on role and performance (excluding Independent External Directors and Directors who are Audit and Supervisory Committee Members), and trust-type stock compensation utilizing a trust mechanism to deliver Company shares (excluding Independent External Directors, Directors who are Audit and Supervisory Committee Members, and non-residents of Japan).

2. Remuneration amounts for Directors are determined with reference to benchmark levels of comparable companies, setting appropriate payment ratios for each type of remuneration by position so that it functions as a healthy incentive.
3. Remuneration amounts are set according to responsibilities associated with each position; monthly remuneration is fixed, bonuses are linked to performance of the relevant fiscal year, and trust-type stock compensation fluctuates according to the degree of achievement of the Medium-Term Management Plan.
4. Remuneration for non-executive Directors including Independent External Directors, as well as Directors who are Audit and Supervisory Committee Members, consists solely of monthly remuneration (fixed).
5. Monthly remuneration and bonuses for each Director are individually deliberated by the Remuneration Committee within the total remuneration limit approved by the General Meeting of Shareholders and determined by resolution of the Board of Directors.
6. Trust-type stock compensation is determined by resolution of the Board of Directors following individual deliberation by the Remuneration Committee regarding points calculated by position and Medium-Term Management Plan achievement levels within the limit approved by the General Meeting of Shareholders.
7. Monthly remuneration for each Director who is an Audit and Supervisory Committee Member is determined through deliberation among Directors who are Audit and Supervisory Committee Members within the limit resolved at the General Meeting of Shareholders.
8. Monthly remuneration is paid in cash monthly, and bonuses are paid in cash annually. Trust-type stock compensation delivers Company shares and cash upon retirement based on cumulative points granted. If a Directors falls under misconduct criteria defined by the Company prior to the beneficiary vesting date (e.g., severe neglect of duties, legal violations, leak of confidential information), the Remuneration Committee deliberates and the Board decides whether to forfeit stock delivery and cash payment. If misconduct occurs after the beneficiary vesting date, the Company may claim compensation calculated by multiplying the base shares by the calculated share price.