



Structure of the Board of Directors, etc.		FY2019	FY2020	FY2021	FY2022	FY2023
Board of Directors	Chairperson	President, CEO and Representative Executive Officer				
	Number of Directors (Persons)	10	9	9	10	11
	Number of Outside Directors (Persons)	7	5	5	6	7
	Ratio of Female Directors (%)	30.0	22.2	22.2	20.0	36.4
Audit Committee	Committee Chair	Outside Director	Outside Director	Outside Director	Outside Director	Outside Director
	Number of Audit Committee members (Persons)	4	5	5	4	5
	Number of Outside Directors (Persons)	4	4	4	3	4
Nomination Committee	Committee Chair	Internal non-Executive Director	Outside Director	Outside Director	Outside Director	Outside Director
	Number of Nomination Committee members (Persons)	3	5	5	5	5
	Number of Outside Directors (Persons)	2	3	3	3	3
Compensation Committee	Committee Chair	Outside Director	Outside Director	Outside Director	Outside Director	Outside Director
	Number of Compensation Committee members (Persons)	3	3	3	4	4
	Number of Outside Directors (Persons)	2	2	2	3	3

(*1) As of July 1, of each fiscal year

(*2) In accordance with the Corporate Governance Code, etc., the Company selects its lead outside director through an internal vote among its outside directors.

(As of July 1, 2023: Director SUZUKI Masako)

Operations of the Board of Directors, etc.		FY2018	FY2019	FY2020	FY2021	FY2022
Board of Directors	Number of meetings held	13	21	17	13	14
	Average attendance rate (%)	98.6	98.1	100	99.1	100
Audit Committee	Number of meetings held	16	16	17	16	17
	Average attendance rate (%)	100	100	100	100	100
Nomination Committee	Number of meetings held	3	3	5	5	4
	Average attendance rate (%)	88.9	100	100	100	100
Compensation Committee	Number of meetings held	4	7	8	7	6
	Average attendance rate (%)	100	100	100	100	100

(*1) April 1 to March 31 of each fiscal year

(*2) Average attendance rate: The attendance rate for each meeting is calculated, summed for one fiscal year, and then divided by the number of meetings (rounded to the first decimal place).

Executive Officers Composition		FY2019	FY2020	FY2021	FY2022	FY2023
Number of Executive Officers (Persons)		26	28	28	29	23
	Ratio of female Executive Officers (%)	11.5	10.7	3.6	6.9	17.4

(*) As of July 1, of each fiscal year

Executive Compensation (FY2022)

Officer Category	Total amount of compensation, etc. (millions of yen)	Total amount of compensation, etc. by type (millions of yen)		Number of eligible officers
		Fixed compensation	Performance-linked stock compensation	
Directors (excluding Outside Directors)	27	27	—	1
Outside Directors	61	61	—	7
Executive Officers	797	671	126	31

(*1) As the Company does not give compensation, etc. for Directors who concurrently serve as an Executive Officer of the Company or the parent company, etc., the number of eligible officers in the Directors category in the chart above does not include those who concurrently serve as an Executive Officer of the Company or the parent company, etc.

(*2) The amount recorded as performance-linked stock compensation is the amount recorded in the fiscal year ended March 31, 2023. In principle, we record the amount assumed to have been incurred during the fiscal year at the end of every fiscal year as an allowance and reverse these allowances at the time of officers' retirement (payment). The finalized amount could differ from the recorded amount of allowances.

(*3) No bonuses are paid.

Status of Voting Rights

As of September 30, 2023

Classification	Number of stocks	Number of voting rights	Content
Non-voting stocks	—	—	—
Stocks with restricted voting rights (treasury stock, etc.)	—	—	—
Stocks with restricted voting rights (other)	—	—	—
Stocks with full voting rights (treasury stock, etc.)	(Treasury stock) Common stock 11,100	—	Standard stock of the Company with no restrictions on the content of rights
Stocks with full voting rights (other)	Common stock 383,127,900	3,831,279	same as above
Shares of less than one unit	Common stock 53,300	—	—
Total number of stocks issued	383,192,300	—	—
The number of voting rights of all shareholders	—	3,831,279	—

*1 The common stock in the stocks with full voting rights (other) column includes 415,900 stocks (4,159 voting rights) of the Company stock held by the Board Benefit Trust (BBT).

*2 The common stock in the shares of less than one unit column includes 51 shares of treasury stock owned by the Company.

Independent Auditor

As of March 31, 2023

Name of auditing firm	Continuous audit period (years)
KPMG AZSA LLC	17

Anti-corruption

Classification	FY2019	FY2020	FY2021	FY2022
Number of acts of bribery or other forms of corruption	0	0	0	0
Amount of fines imposed for bribery and other forms of corruption (yen)	0	0	0	0
Number of conflicts of interest ^{*1}	0	0	0	0
Number of cases of insider trading ^{*2}	0	0	0	0

(*1) The number of cases in which the interests of customers were found to have been unfairly harmed by transactions that may cause a conflict of interest, for which the Company was subject to administrative sanctions

(*2) The number of cases in which criminal penalties or administrative sanctions were imposed due to violations of insider trading regulations relating to Company business operations

Political donations

区分	FY2019	FY2020	FY2021	FY2022
Political donations (yen)	0	0	0	0