

## Governance Issues

### 【Board of Director effectiveness】

INDEX	UNITS	FY2019	FY2020	FY2021	FY2022	FY2023
Ratio of independent directors	%	38%	50%	50%	50%	50%
Ratio of women directors	%	0%	17%	17%	17%	20%
Ratio of foreign directors	%	0%	0%	0%	0%	0%
Number of board meetings	time	12	13	10	10	12

※Non-consolidated

### 【Other Datas】

INDEX	UNITS	FY2019	FY2020	FY2021	FY2022	FY2023
Number of participants in compliance training	person	/	/	/	/	(※1) 282
Number of Compliance Training Participants by Theme (※2)	person	99	88	99	119	2
Number of legal violations	case	0	0	(※3) 1	0	(※4) 1
Number of internal reports	case	1	3	0	2	1
Number of external reports	case	2	3	0	0	1

※Non-consolidated

(※1) From FY2023, we started "Company-wide Compliance Training," so the number of participants are reported accordingly.

(※2) Total number of people.

(※3) This is a case related to the "Notice of Correction Recommendation from the Labor Standards Inspection Office" dated November 11, 2021.

<https://www.nip.co.jp/news/2021/1929925.html?y=2021&cat=&subcat=> (Japanese article)

(※4) This is a case that in September 2023, one employee was forced to work overtime in excess of the special extended hours stipulated in the 36 Agreement.

We strengthened guidance to managers and monitoring by the attendance management system, and there has been no recurrence since then.

**Governance Issues**

**【Skills (expertise and experience) required by the board of directors 】**

Name		Board of Directors						Audit and Supervisory Committee Members				
		Yasuchika Iwasa	Hisatomo Mikami	Atsushi Nakamura	Yuji Okajima	Masahiro Goto	Yoko Dochi	Hiroyuki Kawabe	Tsutomu Umeno	Keiko Ikeda	Teiichi Gamo	Hirokazu Tamaoki
Skills (expertise and experience)												
Management Strategy		●	●						●			
Business strategy	Sales & Marketing	●		●				●	●			
	Production and technology development	●			●			●	●			
	Global	●		●	●		●	●	●			
Accounting, Finance, Tax			●				●				●	●
Investor relations, ESG							●					
Personnel & Labor, Human Resources Development		●	●	●	●			●	●			
Legal Affairs, Intellectual Property, Risk Management			●			●		●		●		