

# Governance



Outside officers ratio to directors/audit & supervisory board members



Outside executives' average attendance rate of board meeting

## 8 directors



## 4 audit & supervisory board members



Items	Remarks	Units	FY 2016	FY 2017	FY 2018
<b>Number of directors (board members)</b>		Persons	8	8	8
Number of external directors		Persons	2	2	2
Ratio of external directors		%	25.0	25.0	25.0
Number of female directors		Persons	1	1	1
Ratio of female directors		%	12.5	12.5	12.5
<b>Number of Audit &amp; Supervisory Board members</b>		Persons	4	4	4
Number of external Audit & Supervisory Board members		Persons	2	2	2
Ratio of external Audit & Supervisory Board members		%	50.0	50.0	50.0
<b>Number of corporate officers</b>		Persons	11	11	11
(of which) Number of female corporate officers		Persons	1	1	1
<b>Number of board meetings</b>		Times	15	17	16
Number of attendances of external directors	Hidefumi Sugao	Attendance/Total %	15/15 100%	17/17 100%	15/16 93.8%
	Nawomi Todo	Attendance/Total %	15/15 100%	16/17 94.1%	15/16 93.8%
Number of attendances of external Audit & Supervisory Board members	Takanobu Tomohiro (Appointed on June 27, 2016)	Attendance/Total %	11/12 91.7%	17/17 100%	16/16 100%
	Junichi Hirano (Appointed on June 27, 2017)	Attendance/Total %	-	13/13 100%	16/16 100%

<b>Number of Audit &amp; Supervisory Board meetings</b>		Times	12	13	15
Number of attendances of external Audit & Supervisory Board members	Takanobu Tomohiro (Appointed on June 27, 2016)	Attendance/Total %	10/10 100%	13/13 100%	15/15 100%
	Junichi Hirano (Appointed on June 27, 2017)	Attendance/Total %	-	11/11 100%	15/15 100%
<b>Total compensation allocation for directors (board members) and Audit &amp; Supervisory Board members</b>	We believe that it is sufficient to disclose the total amount of remuneration, which is within the scope of what is appropriate, although in consideration of privacy at the present time, individual compensation amounts are not yet disclosed. Furthermore, no director has received compensation of 100 million yen or more.				
<b>Number of eligible directors (excluding external directors)</b>		Persons	8	7	7
Total compensation allocation		Million yen	375	361	348
(of which) Fixed compensation		Million yen	285	271	266
(of which) Stock options		Million yen	17	16	16
(of which) Performance-based compensation		Million yen	72	74	66
<b>Number of eligible Audit &amp; Supervisory Board members (excluding external Audit &amp; Supervisory Board members)</b>		Persons	2	2	3
Total compensation		Million yen	22	23	24
(of which) Fixed compensation		Million yen	22	23	24
<b>Number of eligible external directors and external Audit &amp; Supervisory Board members</b>		Persons	5	5	4
Total compensation, etc.		Million yen	20	21	23
(of which) Fixed compensation		Million yen	20	21	23
<b>Number of days between the dates of announcement of convocation notice and annual shareholder's meeting</b>		Days	22	20	17
<b>Number of cases of whistle-blowing (including consultation) or whistle blowers</b>	Domestic	Cases	4	3	1
<b>Exclusion recommended by the Fair Trade Commission, etc.</b>	Domestic	Cases	0	0	0
<b>Shut down or suspension of business caused by scandal or misconduct</b>	Domestic	Cases	0	0	0
<b>Criminal indictments for accidents or incidents related to compliance violations</b>	Domestic	Cases	0	0	0
<b>Detection by price cartel</b>	Overseas	Cases	22	23	24
<b>Detection of bribery</b>	Overseas	Cases	22	23	24
<b>Detection by vother reasons</b>	Overseas	Cases	22	23	24