

Governance



Percentage of external directors and Audit & Supervisory Board



Attendance rate of external officers

6 directors



3 Audit & Supervisory Board members



Items	Remarks	Units	FY 2018	FY 2019	FY 2020
Number of directors (boardmembers)		Persons	8	7	6
Number of external directors		Persons	2	2	2
Ratio of external directors		%	25.0	28.6	33.3
Number of female directors		Persons	1	1	1
Ratio of female directors		%	12.5	14.3	16.7
Number of Audit & Supervisory Board members		Persons	4	4	3
Number of external Audit & Supervisory Board members		Persons	2	2	2
Ratio of external Audit & Supervisory Board members		%	50.0	50.0	66.7
Number of corporate officers		Persons	11	10	12
(of which) Number of female corporate officers		Persons	1	1	1
Number of boardmeetings		Times	16	16	16
Number of attendances of external directors	Nawomi Todo	Attendance/Total %	15/16 93.8%	16/16 100%	16/16 100%
	Masatoshi Ohara (Appointed on June 25, 2019)	Attendance/Total %	-	12/13 92.3%	16/16 100%
Number of attendances of external Audit & Supervisory Board members	Takanobu Tomohiro	Attendance/Total %	16/16 100%	15/16 93.8%	14/16 87.5%
	Junichi Hirano	Attendance/Total %	16/16 100%	16/16 100%	15/16 93.8%
Number of Audit & Supervisory Board meetings		Times	15	19	18

Number of attendances of external Audit & Supervisory Board members	Takanobu Tomohiro	Attendance/Total %	15/15 100%	18/19 94.7%	16/18 88.9%
	Junichi Hirano	Attendance/Total %	15/15 100%	19/19 100%	17/18 94.4%
Number of matters to be resolved at the board meeting		Cases	129	100	106
Number of matters to be reported at the board meeting		Cases	156	150	92
Total compensation allocation for directors (board members) and Audit & Supervisory Board members					
Number of eligible directors (excluding external directors)		Persons	7	6	5
Total compensation allocation		Million yen	348	399	299
(of which) Fixed compensation		Million yen	266	244	205
(of which) Stock options		Million yen	16	40	24
(of which) Performance-based compensation		Million yen	66	81	70
(of which) Retirement benefits		Million yen	-	34	-
Number of eligible Audit & Supervisory Board members (excluding external Audit & Supervisory Board members)		Persons	3	2	2
Total compensation		Million yen	24	22	18
(of which) Fixed compensation		Million yen	24	22	18
Number of eligible external directors and external Audit & Supervisory Board members		Persons	4	5	4
Total compensation, etc.		Million yen	23	24	25
(of which) Fixed compensation		Million yen	23	24	25
Number of days between the dates of dispatch of the convocation notice and annual shareholder's meeting		Days	17	18	18 (Jun.) 17 (Dec.)
Number of cases of whistle-blowing (including consultation) or whistleblowers	Japan	Cases	1	14	8
Exclusion recommended by the Fair Trade Commission, etc.	Japan	Cases	0	0	0
Shut down or suspension of business caused by scandal or misconduct	Japan	Cases	0	0	0
Criminal indictments for accidents or incidents related to compliance violations	Japan	Cases	0	0	0
Detection by price cartel	Outside Japan	Cases	0	0	0
Detection of bribery	Outside Japan	Cases	0	0	0
Detection by other reasons	Outside Japan	Cases	0	0	0