# Governance

Based on its corporate mission to “create emotion and reassurance through its mastery of light, contributing to the realization of a fulfilling society,” Tamron aims to build good relationships with all stakeholders to achieve sustainable growth and improve corporate value. In support of those goals, we have adopted the basic approach of ensuring fair and transparent management practices while developing a highly effective corporate governance system that seeks to improve the speed and efficiency of decision-making and business execution.

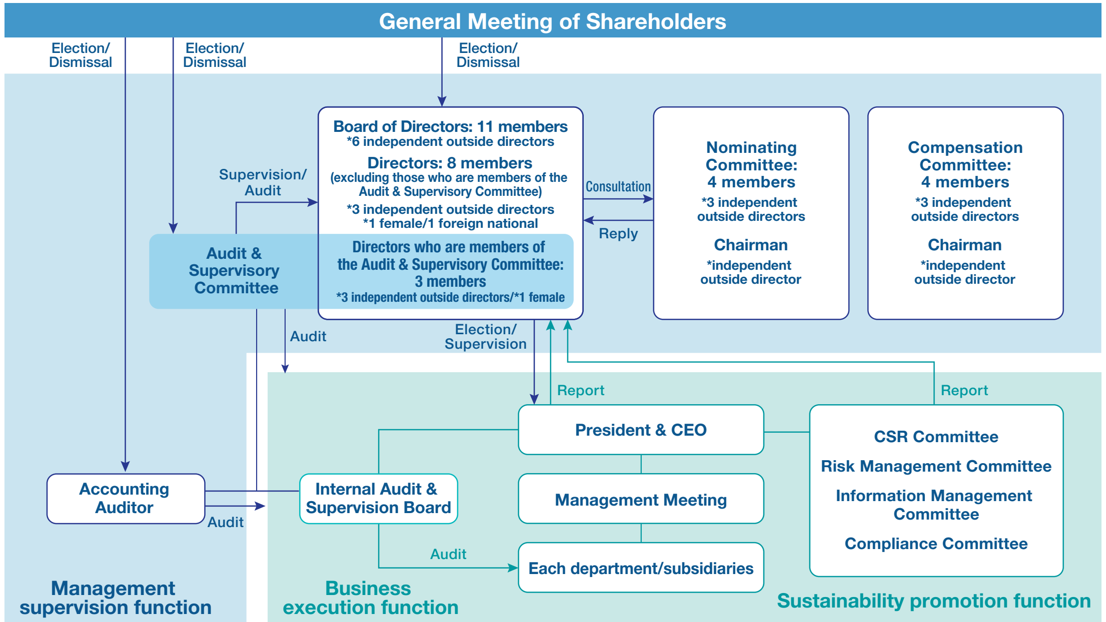
**Our “Corporate Governance Guidelines,” which summarize our approach to corporate governance, are available on our official website:**

https://www.tamron.com/jp/ir/upload_file/m002-m002_01/CGG_0327.pdf

## The Evolution of Our Corporate Governance

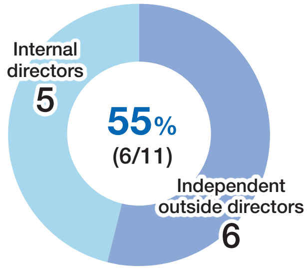
| Phase | 2015–2018<br>Establishing a governance foundation and ensuring diversity | 2019–2022<br>Strengthening objectivity and addressing sustainability to meet Prime Market requirements | 2023–2024<br>Strengthening self-correcting capabilities and transitioning to a monitoring board | 2025–2026<br>Practicing management focused on capital costs and stock prices, and strategic evolution |
| --- | --- | --- | --- | --- |
| Background | Commencement of the Corporate Governance Code application and revisions | Revision of the Corporate Governance Code and market restructuring | A fundamental review of governance and the integration of sustainability into management | Compliance with the Corporate Governance Guidance to strengthen “earning power” and laying the groundwork for realizing our new Long-term Vision, the “100-Year Company” |
| Overview | We were quick to endorse the spirit of the Corporate Governance Code and promoted the establishment of a foundation to ensure management transparency and board diversity. | To meet the high standards of governance required of companies listed on the Prime Market, we sought to leverage external expertise and strengthen oversight functions. | We have taken these incidents seriously and have fundamentally strengthened our management oversight functions. | To drive the next phase of growth, we are evolving our organizational structure to prioritize financial strategy and dialogue with the capital markets. |
| Milestones | **2016**<br>•Established voluntary Nominating and Compensation committees<br>•Began evaluating the effectiveness of the Board of Directors (self-assessment)<br>•Appointed foreign directors<br>**2017**<br>•Established standards for the independence of outside directors<br>**2018**<br>•Appointed a female director to promote diversity on the Board of Directors<br>•Introduced a performance-based stock compensation plan aimed at sharing value with shareholders<br>•Complied with all principles of the Corporate Governance Code | **2020**<br>•Formulated the Long-term Vision and Environmental Vision 2050<br>•Clarified the direction of ESG management<br>**2021**<br>•Increased the number of independent outside directors by one<br>•Changed the composition of the Nominating Committee and Compensation Committee so that a majority of members are independent outside directors<br>**2022**<br>•Increased the proportion of independent outside directors to one-third or more and appointed outside directors with business management experience at other companies<br>•Began disclosure of the “Skills Matrix” and achieved compliance with all principles of the revised Corporate Governance Code | **2023**<br>•Established the Governance Review Committee to formulate measures to prevent recurrence<br>•Launched a new structure for sustainability-related committees and established the Tamron Human Rights Policy<br>**2024**<br>•Transitioned to a “company with an Audit & Supervisory Committee” and increased the proportion of independent outside directors to a majority<br>•Began third-party involvement in the Board of Directors Effectiveness Assessment to ensure objectivity<br>•Added ESG factors to the remuneration indicators for directors, linking sustainability goals with management’s commitment | **2025**<br>•Expanded executive training<br>•Enhanced deliberations at the Board of Directors regarding sustainability-related committee activities and medium- to long-term strategies (such as the Long-term Vision) to further improve effectiveness<br>**2026**<br>•Appointed new outside directors with practical financial experience at other companies and the those well-versed in finance and the capital markets<br>•Implemented the integration of growth and financial strategies and the monitoring of management with an awareness of capital costs to realize the new Long-term Vision |

# Corporate Governance System



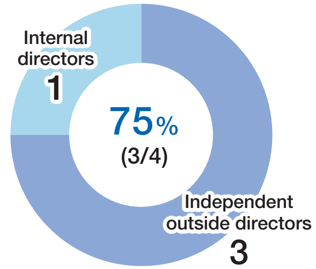

## Composition of directors

Independent outside directors ratio



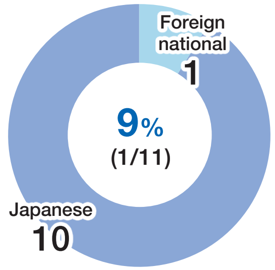

## Composition of the Nominating Committee and Compensation Committee

Independent outside directors ratio

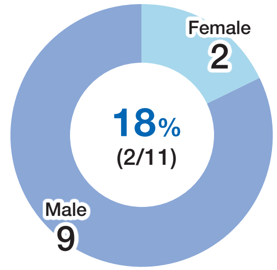



## Directors' diversity

Foreign national ratio




Female ratio




### ■ Board of Directors

Meetings of the Board of Directors are held once a month, in principle, attended by all Directors and Audit & Supervisory Committee Members, for reviewing the execution of duties by the Directors and deciding on important issues as set forth in the basic policy of the Company and the Companies Act.

### ■ Audit & Supervisory Committee

Meeting once a month in principle, the Audit & Supervisory Committee audits the process of decision-making by the Board of Directors and the execution of duties by Directors, by attending the Board of Directors meetings and checking approval documents.

### ■ Nominating Committee and Compensation Committee

To enhance the independence and objectiveness of Board of Directors functions concerning the nomination, appointment, and dismissal and compensation of directors, we have established the Nominating Committee and Compensation Committee, each of which is chaired by an outside director and whose membership comprises a majority of independent outside directors.

### ■ Management Meetings

Tamron has established management meetings attended by directors and full-time Audit & Supervisory Committee Members to discuss and consider issues related to management and the execution of duties, and to quickly respond to the changing management environment.

### ■ CSR Committee

With the aim of fulfilling Tamron's corporate social responsibility and contributing to the development of a sustainable society, the CSR Committee, whose members include full-time directors, full-time Audit & Supervisory Committee Members, and executive officers, meets once a quarter in principle.
The committee makes decisions on and deliberates over basic matters, policies, and important targets concerning CSR and promotion of the integrated management system, and manages the progress of important targets.

### ■ Risk Management Committee

With the aim of designating risk management policies, systems, and methods of operation, preventing or systematically mitigating risks in the short, medium, and long term and implementing related measures, the Risk Management Committee, whose members include full-time directors and executive officers, meets once a year in principle. The committee makes decisions on and deliberates over basic matters and policies for the promotion of risk management.

### ■ Information Management Committee

With the aim of managing various information in the Tamron Group and supervising management matters, the Information Management Committee, whose members include the President & CEO, the director in charge of information management, and executive officers, meets once a year in principle. The committee decides on, deliberates over, reports, and supervises various measures aimed at strengthening management, including basic matters and policies for the promotion of information management.

### ■ Compliance Committee

With the aim of ensuring legal compliance in the execution of business and ensuring behavioral practices that are consistent with social ethics, the Compliance Committee, whose members include the President & CEO, director in charge of compliance, and executive officers, meets once a year in principle. The committee deliberates over basic compliance promotion matters.

# Board of Directors Effectiveness Assessment

With the aim of improving the effectiveness of the Board of Directors and enhancing corporate value, we conducted a self-assessment and analysis of the Board's effectiveness in 2025. A summary of the results is as follows.

## Methodology for the effectiveness assessment

We conducted a survey of all directors serving on the Board of Directors, with the advice of an external organization. Anonymity was ensured by having respondents submit their answers directly to the external organization. Based on the aggregated results, the Board of Directors conducted analysis, discussion, and evaluation.

### Assessment criteria

The criteria were established with the advice of an external organization, taking into account recent changes in the internal and external environments, the history of dialogue with shareholders and investors, and the progress of the previous year's improvement plans.

1. Composition of the Board of Directors
2. Operation of the Board of Directors
3. Board discussions
4. Monitoring function of the Board of Directors
5. Performance of Inside and Outside Directors (excluding Audit & Supervisory Committee Members)
6. Support system for directors
7. Executive training
8. Our own initiatives
9. Operation and deliberations of the Nominating Committee and Compensation Committee
10. Audit & Supervisory Committee

## Summary of evaluation results and future improvement plans

In the previous effectiveness evaluation, we identified common challenges regarding enhancing the quality of Board of Directors deliberations (business strategy, ESG, and sustainability), improving the effectiveness of the Nominating Committee, and enhancing executive training. In response to these challenges, we shifted the Board of Directors' role regarding the policies and initiatives of sustainability-related committees from "reporting" to "deliberation." In addition, we introduced deliberations on medium- to long-term strategies (such as the Long-term Vision) and enhanced reporting on IR/SR meetings. Furthermore, to lay the groundwork for improving the effectiveness of the Nominating Committee, we reviewed the annual agenda and revised nomination policies and criteria; to enhance transparency, we shared the details of committee discussions with the Board of Directors. Regarding the executive training we have been conducting, we held study sessions led by outside instructors based on a pre-survey of Directors. Based on the results of this evaluation, we recognize that the effectiveness of the Board of Directors is generally ensured; however, the survey results have also highlighted areas for improvement, such as further enriching deliberations at the Board of Directors (including management strategy), enhancing the effectiveness of the Nominating Committee, and further improving executive training. Focusing on these issues, we will continue to make ongoing efforts to improve the effectiveness of the Board of Directors.

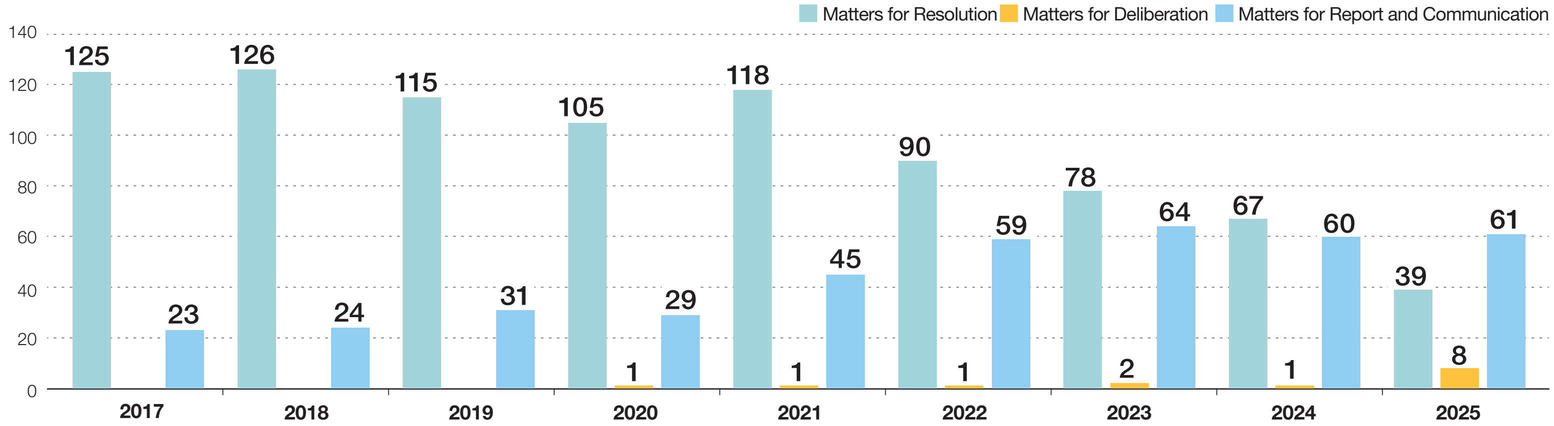
## Message from an Outside Director

Outside Director
**Eriko Ishii**

As is evident from the trends in resolutions adopted by the Board of Directors, our Board has been making improvements to review agenda items and report content, to ensure that the information in materials is presented in a way that facilitates discussion, and to enhance management transparency. Regarding the Nominating Committee, in addition to discussing the appropriateness of the nomination criteria, we conducted in-depth discussions on the specific implications of each criterion, which we believe has improved the Committee's effectiveness. I believe the strength of our organization lies in the deeply rooted spirit of an inclusive spirit of mutual support. While Outside Directors are expected to perform supervisory and oversight functions from an independent standpoint, we share the common goal of achieving sustainable medium- to long-term objectives. To enhance the capabilities of the entire organization without losing our unique positive qualities, I believe it is necessary to strive to improve the clarity and precision of our medium- to long-term objectives, and I intend to continue focusing on this effort this year as well.

# Specific Matters Discussed by the Board of Directors

### Changes to the Content of the Board of Directors




## Revitalizing the Board of Directors and Deepening Deliberations

Following our transition to a company with an Audit & Supervisory Committee in 2024, our Board of Directors has undergone a qualitative transformation into a "forum for oversight and discussion." In 2025, Q&A sessions and exchanges of opinions per agenda item became significantly more active, and the total number of remarks made by directors nearly doubled compared with the previous year. Furthermore, while the total number of agenda items was streamlined from 128 to 108, the number of "matters for deliberation"—those that determine the direction of management—increased from 1 to 8. To address the "information asymmetry" between directors and outside directors, which is generally considered a challenge, we have established a system where outside directors attend key meetings such as Management Meetings, enabling them to directly access real-time information from the executive side. Supported by this unique information-sharing system, discussions in which multiple outside directors draw on their specialized expertise to question the executive side regarding effectiveness and transparency have become well-established. As a result, the Board of Directors is steadily evolving into a highly effective monitoring board where the diverse insights of outside directors serve as a robust oversight function.

## Framework for Linking Dialogue with Shareholders and Investors to Corporate Value Enhancement

Based on our recognition of challenges in evaluating the effectiveness of the Board of Directors, we have established a system whereby the results of our SR/IR (shareholder and investor relations) activities are regularly reported directly to the Board. Requests from the capital markets obtained through SR/IR activities are not merely shared; they lead to in-depth discussions involving outside directors and are incorporated into various initiatives. We believe that this sincere dialogue and action are valued by the market, resulting in an increase in the number of shareholders.

| Main issues discussed by the Board of Directors | |
|---|---|
| **Governance-related issues** | ■ Evaluation of Board of Directors effectiveness<br>■ Enhancing the effectiveness of the Nominating Committee<br>■ Advancing internal audits |
| **Management strategies and management plan–related issues** | ■ Revision of the Medium-term Management Plan<br>■ Formulation of the Long-term Vision and medium- to long-term strategy<br>■ Strategic investments in venture capital and start-ups |
| **Finance and capital policy–related issues** | ■ Changes to the shareholder return policy and stock split<br>■ Repurchase and cancellation of treasury stock<br>■ Review and reduction of strategic shareholdings<br>■ Dialogue with shareholders and investors (SR/IR) |
| **ESG and risk management–related issues** | ■ "Deliberation" on activity reports from each committee (activities of the Risk Management Committee, Compliance Committee (April), CSR Committee (July), and Information Management Committee (October)) |

# Executive Compensation

Compensation for executive directors at Tamron comprises "basic compensation," which is a form of fixed compensation; "short-term incentive compensation," which is a kind of performance-linked monetary compensation based on factors such as business performance in a single fiscal year; and "medium- to long-term incentive compensation," as a kind of performance-linked stock-based compensation. Our basic policy for maintaining and increasing incentives is to keep an appropriate ratio of performance-based compensation and to use the medium- to long-term incentive compensation as performance and stock-based compensation, to clarify the link between business performance, stock prices, and director compensation and further heighten awareness of the importance of contributing to the improvement of business performance and the increase of corporate value over the medium to long term. To ensure the steady implementation of our ESG/sustainability strategy, which is one of the basic policies of our Medium-term Management Plan, we added ESG as a new evaluation item starting in 2024. Tamron has a basic policy of only paying basic compensation to directors who are Audit & Supervisory Committee members and to outside directors in view of their duties.

## Compensation System

<table>
<tr><th colspan="2">Types of compensation</th><th>Percentage</th><th>Policy and process for determining the method of calculation</th></tr>
<tr><td>Fixed</td><td>Basic Compensation (Monetary compensation)</td><td>Approx. 60%</td><td>This monthly fixed compensation is determined within the compensation limit adopted at the General Meeting of Shareholders in consideration of the position and level of contribution of individual people and the level of compensation within the industry or at other companies of the same size.</td></tr>
<tr><td rowspan="2">Variable</td><td>Short-term Incentive Compensation (Monetary compensation)</td><td>Approx. 20%</td><td>This incentive compensation is determined for each Director, within a maximum amount of compensation that includes basic compensation resolved at a General Meeting of Shareholders, taking into consideration factors such as consolidated business performance in a single fiscal year and a qualitative evaluation of individual performance, and it is paid in 12 equal installments.</td></tr>
<tr><td>Medium- to Long-term Incentive Compensation (Stock-based compensation)</td><td>Approx. 20%</td><td>For this performance-linked stock-based compensation, within the compensation limit adopted at the General Meeting of Shareholders, Tamron contributes money to establish a trust that will acquire shares of Tamron stock. Tamron issues shares to directors through the trust in proportion to the points granted to them on the basis of their position, performance, and other factors in compliance with the Share Issuance Regulations established by the Board of Directors. Directors receive the Company's shares at a certain time in each fiscal year during the trust period, with restrictions on transfer until they retire. In addition to consolidated business performance in a single fiscal year and a qualitative evaluation of individual performance, the level of achievement of the Company's Medium-term Management Plan, including ROE, and TSR and ESG factors, are assessed.</td></tr>
</table>

## Assessment Indicators

<table>
<tr><th rowspan="2">Assessment item</th><th rowspan="2">Assessment indicator</th><th colspan="6">Assessment weighting</th></tr>
<tr><th colspan="2">President</th><th colspan="2">Directors assigned to business units</th><th colspan="2">Other directors</th></tr>
<tr><td rowspan="2">Company-wide performance</td><td>Consolidated net sales</td><td>20%</td><td rowspan="2">70%</td><td>10%</td><td rowspan="3">70%</td><td>15%</td><td rowspan="3">70%</td></tr>
<tr><td>Consolidated operating income</td><td>50%</td><td>25%</td><td>30%</td></tr>
<tr><td>Performance of assigned business units</td><td>Assessment of business performance</td><td colspan="2">—</td><td>35%</td><td>25%</td></tr>
<tr><td>Individual assessment</td><td>Assessment of individual strategic goals</td><td colspan="6">30%</td></tr>
</table>

Note: Assessment of business performance in a single fiscal year

<table>
<tr><th rowspan="2">Assessment item</th><th rowspan="2">Assessment indicator</th><th>Assessment weighting</th></tr>
<tr><th>All directors</th></tr>
<tr><td rowspan="2">Company-wide performance</td><td>Consolidated net sales</td><td>20%</td></tr>
<tr><td>Consolidated operating income</td><td>30%</td></tr>
<tr><td rowspan="3">Corporate value</td><td>ROE</td><td>10%</td></tr>
<tr><td>TSR</td><td>30%</td></tr>
<tr><td>ESG</td><td>10%</td></tr>
</table>

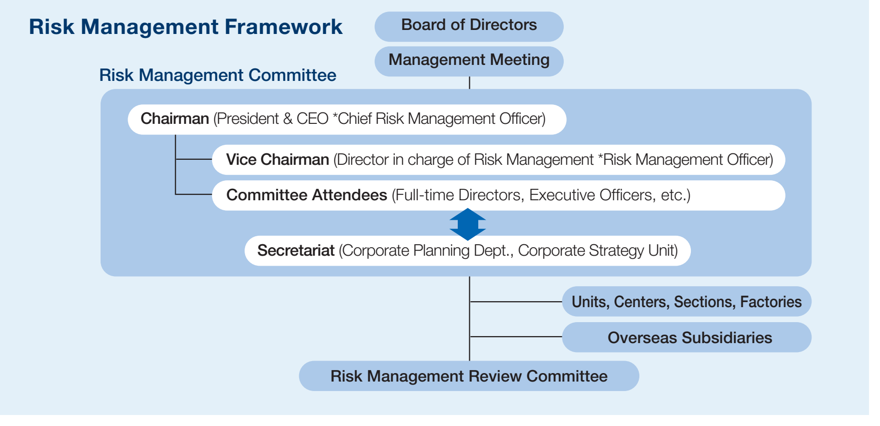
Note: Assessment of medium-term business performance

We evaluate TSR based on a relative assessment of our TSR growth rate during the Medium-term Management Plan period and the growth rate of the TOPIX Precision Instruments Index (including dividends). We evaluate ESG based on the degree of achievement of $CO_2$ emission reduction targets set by Environmental Vision 2050.

# Risk Management

## Risk Management Framework and Structure

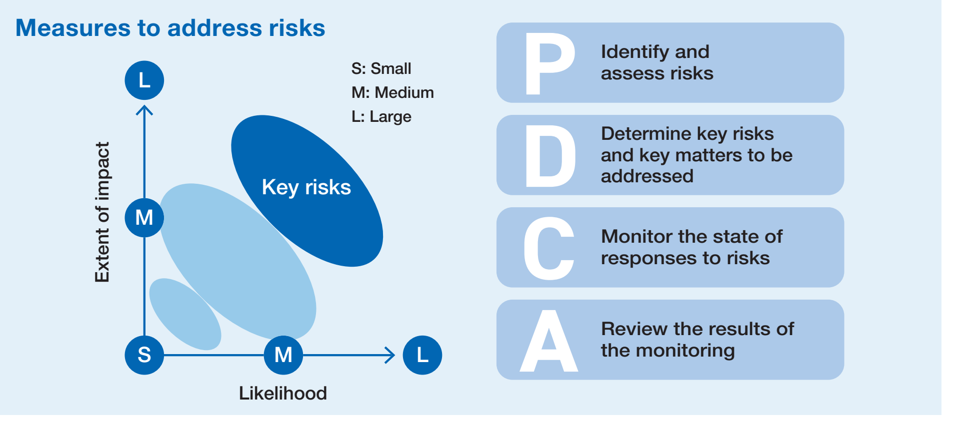
Our Group has established the "Risk Management Regulations" with the aim of preventing or systematically mitigating short-, medium-, and long-term risks and contributing to the Company's stable growth. We have established the "Risk Management Committee," headed by the President and CEO as the Chief Risk Management Officer, to deliberate on and determine basic matters and policies. In addition, we have established the "Risk Management Review Committee" as a subordinate body to identify risks—including those related to climate change, human capital management, and human rights issues—evaluate them in terms of impact and likelihood, and formulate and monitor countermeasures, thereby enhancing effectiveness.




## Management Methods and Priority Action Themes

We treat business risks and opportunities as key elements of our management strategy. We have established a centralized management system in which the Risk Management Committee evaluates risks across each department on a five-point scale and implements critical measures after reporting and deliberation by the Board of Directors. Group-wide risks are reviewed annually, and the Board of Directors provides regular oversight to assess potential impacts and strengthen our management foundation. In 2025, we identified five key matters to be addressed*—"Improving Governance," "Strengthening Responses to Geopolitical Risks," "Improving BCP," "Strengthening Information Security," and "Strengthening Sustainable Supply Chains"—and developed and implemented corresponding measures.

*Key matters to be addressed: Matters that need to be address by the whole company (e.g., through cross-departmental actions and support for resources) in view of their increasing impact or likelihood, the progress of response actions, and other factors




## Initiatives to Improve Governance (Completion of Recurrence Prevention Measures)

In response to the inappropriate use of expenses by our former President & CEO and others, we formulated measures to prevent recurrence based on the recommendations of the Special Investigation Committee. Led by the Governance Review Committee established on the same date, the entire company has been working together to prevent recurrence and improve governance. We have implemented a wide range of measures, including stricter rules for entertainment and in-house dining expenses for executives and employees, strengthened checks and audits of executive-related expenses, and enhanced Board of Directors' oversight of such expenses. We have also further tightened nomination procedures and improved operations within the Nominating Committee, conducted executive training led by external instructors, and implemented an engagement survey for all employees. As of February 7, 2025, all measures have been fully implemented, and we have now transitioned to the operational phase. Accordingly, the "Governance Review Committee," which had been overseeing the prevention of recurrence, has fulfilled its role and been dissolved. Going forward, under the strong oversight functions of a company with an Audit & Supervisory Committee, we will continue to establish a sound corporate culture and continuously improve our governance.

We continue to conduct training for executives led by external experts and provide reports on the actual entertainment expenses incurred by the executive office at Board of Directors meetings. Regarding the Nominating Committee, we have reviewed our nomination policies and criteria and revised our governance guidelines, striving not only to increase the frequency of meetings but also to improve their quality.

Details on the progress of our recurrence prevention measures are available on our official website: https://www.tamron.com/global/ir/upload_file/tdnrelease/7740_20250117552012_P01_.pdf

# Directors (As of April 1, 2026)

President & CEO

## Shogo Sakuraba

Member of Nominating Committee and Compensation Committee

He joined the Company in 1981. He was appointed Executive Officer and General Manager of the Optical Design & Engineering R&D Unit in January 2005, and Director in March 2014. He was appointed Corporate Vice President in March 2016, and has served as President & CEO since August 2023.

Corporate Vice President

## Tomohide Okayasu

Responsible for the Imaging Products Business Unit, Industrial Optics Business Unit, Procurement Management Unit, and CSR

He joined the Company in 2000. He was appointed Executive Officer of the Company in April 2012. After serving as General Manager of the Procurement Management Unit and General Manager of the Imaging Products Business Unit, he was appointed Senior Executive Officer and Vice Chairman of TAMRON USA, INC. in April 2016. He was appointed Director of the Company in March 2018, and has served as Corporate Vice President of the Company since March 2025.

Senior Managing Director

## Shenghai Zhang

Global Production (Aomori Factory, China Factory, Vietnam Factory)
Mold & Tooling Technology Center
Risk Management

He joined the Company in 1997. In April 2010, he was appointed Executive Officer and General Manager of TAMRON OPTICAL (FOSHAN) CO., LTD. In March 2016, he was appointed Director of the Company, and he has served as Senior Managing Director of the Company since March 2025.

Senior Managing Director

## Makoto Otani

Responsible for the OEM Component Business Unit, Quality Control & Assurance Supervision Unit, Optical Design & Engineering R&D Center, R&D Technology Center, and Information Management

He joined the Company in 1984. He was appointed Executive Officer in 2012, and served as General Manager of the OEM Component Business Unit and General Manager of the Industrial Optics Business Unit before being appointed Director in March 2018. He has served as Senior Managing Director of the Company since March 2025.

Director

## Akira Okabe

Responsible for Administrative Management Unit, Corporate Strategy Unit, and Compliance

He joined Mitsui & Co., Ltd. in 1989. He has served as CFO at multiple companies in a global business environment and possesses extensive experience in the practical management and oversight of corporate administration, including finance, accounting, IT, human resources, legal affairs, and general affairs. He joined the Company in January 2025, and was appointed Director of the Company in March 2026.

Director
(Outside Director, Independent Officer)

## Eriko Ishii

Chairperson of Nominating Committee and member of Compensation Committee

She was admitted to the bar in 2004 and to the New York Bar in 2011. She is well-versed in M&A and general corporate law and possesses specialized expertise as an attorney. She has served as an Outside Director of the Company since March 2021.

Director
(Outside Director, Independent Officer)

## Yasuhiro Shirakawa

Member of Nominating Committee and chairperson of Compensation Committee

He joined the National Police Agency (NPA) in 1986. He has been involved in police administration for many years and is well-versed in all aspects of police administration law. He also possesses extensive experience and deep insight, having served as an Audit & Supervisory Board Member at other companies. He has served as an Outside Director of the Company since March 2025.

Director
(Outside Director, Independent Officer)

## Hironari Nozaki

Member of Nominating Committee and Compensation Committee

He joined Saitama Bank, Ltd. (currently Saitama Resona Bank Limited) in 1986. He has spent many years engaged in corporate analysis as an analyst at securities firms and other institutions. In addition, while serving as a Committee Member of the Japan Growth Strategy Council at the Cabinet Secretariat and teaching corporate value at universities, he has developed a deep understanding of business management and a high level of insight into the capital markets. He has served as an Outside Director of the Company since March 2026.

Director
(Outside Director, Independent Officer)
Full-time Audit & Supervisory Committee Member

## Kayoko Nishimura

In 1991, she was appointed Vice President, Head of Equity and Fixed Income Management Accounting, Finance Department, Credit Suisse Financial Products Securities Japan (currently UBS Securities Co., Ltd.). She has served for many years as head of finance departments and as a Director at securities firms, and possesses a deep understanding of finance and accounting. She has served as an Outside Director of the Company since March 2026.

Director
(Outside Director, Independent Officer)
Audit & Supervisory Committee Member

## Takashi Ueda

He joined Saitama Bank, Ltd. (currently Saitama Resona Bank Limited) in 1981. He possesses extensive experience in business management, including operational experience at financial institutions, experience as a Director at other companies, and serving as President & CEO at Management Support Consulting Co., Ltd., as well as experience in internal control and audit departments. He was appointed Outside Audit & Supervisory Board Member of the Company in March 2023, and Outside Director of the Company in March 2024.

Director
(Outside Director, Independent Officer)
Audit & Supervisory Committee Member

## Akira Yokota

He joined Mitsui Trust and Banking Company, Limited (currently Sumitomo Mitsui Trust Bank, Limited) in 1985. He has served as a Director and Audit & Supervisory Board Member at a major financial institution group, and possesses practical experience in business management as well as in promoting human capital management as the head of the Human Resources Dept. He has served as an Outside Director of the Company since March 2026.

Details on our Directors are available on our official website: https://www.tamron.com/global/ir/cg/cg_03.html

Details on our Executive Officers are available on our official website: https://www.tamron.com/global/company/officers.html

# Composition of the Board of Directors and Their Skills Matrix

To realize our new Long-term Vision, "Capture, Measure, Connect—Creating a Healthier Future for People and Nature," and maximize corporate value under our Medium-term Management Plan, we ensure our Board of Directors comprises diverse individuals with varied expertise and experience.
Specifically, to support our "Business Strategy," "Financial Strategy," and "ESG/Sustainability Strategy" for continued growth, we welcome new board members with global CFO, corporate administration, and capital market expertise alongside those skilled in our core optical, production, and global operations. This will strengthen financial management and establish a highly effective corporate governance system built on multifaceted, objective perspectives.

| Name | Number of the Company's shares held*1 | Tenure as Director*2 | Attribute*2 | Attendance rate at the Board of Directors*3 | Attendance rate at the Nominating Committee*3 | Attendance rate at the Compensation Committee*3 | Attendance rate at Audit & Supervisory Committee*3 | Skills Matrix | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | Business Management | Global | Production, Development | Sales, Marketing | Finance, Accounting | Legal, Risk Management, Compliance | ESG, Sustainability |
| Shogo Sakuraba | 164,764 | 12 years | Member of Nominating Committee<br>Member of Compensation Committee | 17/17 | 5/5 | 2/2 | | ● | | ● | | ● | ● | ● |
| Tomohide Okayasu | 53,624 | 8 years | | 17/17 | | | | ● | ● | ● | ● | | ● | ● |
| Shenghai Zhang | 89,924 | 10 years | | 17/17 | | | | ● | ● | ● | | | ● | |
| Makoto Otani | 59,984 | 8 years | | 17/17 | | | | ● | | ● | ● | | | |
| Akira Okabe | — | — | | — | | | | ● | ● | | | ● | ● | |
| Eriko Ishii | 5,600 | 5 years | Outside<br>Independent<br>Chairperson of of Nominating Committee<br>Member of Compensation Committee | 17/17 | 5/5 | 2/2 | | | ● | | | | ● | |
| Yasuhiro Shirakawa | 400 | 1 year | Outside<br>Independent<br>Chairperson of Compensation Committee<br>Member of Nominating Committee | 13/13 | 4/4 | | | | ● | | | | ● | |
| Hironari Nozaki | — | — | Outside<br>Independent<br>Member of Nominating Committee<br>Member of Compensation Committee | — | | | | ● | ● | | | ● | | ● |
| Kayoko Nishimura | — | — | Outside<br>Independent<br>Full-time Audit & Supervisory Committee Member | — | | | | ● | ● | | | ● | ● | |
| Takashi Ueda | 1,200 | 2 years | Outside<br>Independent<br>Audit & Supervisory Committee Member | 17/17 | | | 15/15 | ● | | | | ● | | |
| Akira Yokota | — | — | Outside<br>Independent<br>Audit & Supervisory Committee Member | — | | | | ● | | | | ● | ● | ● |

*1 As of December 31, 2025 *2 As of March 31, 2026
*3 Attendance status is for the period ending December 2025 (number attended/number of meetings held)