| Corporate Governance Report |
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| CORPORATE GOVERNANCE | XXXXX Co, Ltd. |
| **Last Update:** | **Xxxxx, xx, 20xx** |
| **Legal Company Name** |
| [Name], [Job Title (Representative Director, etc.)] |
| Contact: |  |
| Securities code: |  |
| http://www.xxxxx.xx.xx/ |

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The corporate governance of [Company name] (the “Company”) is described below.

**I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information**

**1. Basic Views**

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**Reasons for Non-compliance with the Principles of the Corporate Governance Code**

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**Disclosure Based on each Principle of the Corporate Governance Code**

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**2. Capital Structure**

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| --- | --- |
| Foreign Shareholding Ratio | Less than 10% / 10% or more but less than 20% / 20% or more but less than 30% / 30% or more |

**Status of Major Shareholders**

|  |  |  |
| --- | --- | --- |
| Name or Company Name | Number of Shares Owned | Percentage (%) |
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| --- | --- |
| Name of Controlling Shareholder, if applicable (excluding Parent Companies) | Legal Company Name |
| Name of Parent Company, if applicable | Legal Company Name (Listed Stock Exchange: Tokyo / Nagoya / Sapporo / Fukuoka / Overseas Exchange) (Code) [code] |

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| Supplementary Explanation |

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**3. Corporate Attributes**

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| --- | --- |
| Listed Stock Exchange and Market Segment | Prime Market / Standard Market / Growth Market |
| Fiscal Year-End | January / February / March / April / May / June / July / August / September / October / November / December |
| Business Sector | Fishery, Agriculture & Forestry / Mining / Construction / Foods / Textiles & Apparels / Pulp & Paper / Chemicals / Pharmaceuticals / Oil & Coal Products / Rubber Products / Glass & Ceramics Products / Iron & Steel / Nonferrous Metals / Metal Products / Machinery / Electrical Appliances / Transportation Equipment / Precision Instruments / Other Products / Electric Power & Gas / Land Transportation / Marine Transportation / Air Transportation / Warehousing & Harbor Transportation Services / Information & Communication / Wholesale Trade / Retail Trade / Banks / Securities & Commodity Futures/ Insurance / Other Financing Business / Real Estate / Services |
| Number of Employees (Consolidated) as of the End of the Previous Fiscal Year | Fewer than 100 / 100 or more but fewer than 500 /500 or more but fewer than 1,000 / 1,000 or more |
| Net Sales (Consolidated) for the Previous Fiscal Year | Less than \10 billion / \10 billion or more but less than \100 billion / \100 billion or more but less than \1 trillion / \1 trillion or more |
| Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year | Fewer than 10 / 10 or more but fewer than 50 / 50 or more but fewer than 100 / 100 or more but fewer than 300 / 300 or more |

**4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder**

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**5. Other Special Circumstances which may have a Material Impact on Corporate Governance**

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**II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight**

**1. Organizational Composition and Operation**

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| --- | --- |
| Corporate Governance System | Company with Three Committees (Nomination, Audit and Remuneration) |

 **Directors**

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| --- | --- |
| Number of Directors Stipulated in Articles of Incorporation | [Number] / No upper limit |
| Directors' Term of Office Stipulated in Articles of Incorporation | [Number] year(s) |
| Chairperson of the Board | President / Chairperson (excluding those concurrently serving as President) / Representative Director other than Chairperson or President / Outside Director / Other Director / None |
| Number of Directors | [Number] |

**Outside Directors**

|  |  |
| --- | --- |
| Number of Outside Directors | [Number] |
| Number of Independent Directors | [Number] |

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| Outside Directors’ Relationship with the Company (1) |

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| --- | --- | --- |
| Name | Attributes | Relationship with the Company\* |
| a | b | c | d | e | f | g | h | i | j | k |
|  | From another company / Lawyer / CPA / Tax Accountant / Academic / Other |  |  |  |  |  |  |  |  |  |  |  |
|  | From another company / Lawyer / CPA / Tax Accountant / Academic / Other |  |  |  |  |  |  |  |  |  |  |  |

\*Categories for “Relationship with the Company”.

(Use “○” when the director presently falls or has recently fallen under the category; “△” when the director fell under the category in the past; “●” when a close relative of the director presently falls or has recently fallen under the category; and “▲” when a close relative of the director fell under the category in the past.)

a. Person who executes business for the Company or its subsidiary

b. Person who executes business for or a non-executive director of the Company's parent company

c. Person who executes business for a fellow subsidiary

d. Person/entity for which the Company is a major client or a person who executes business for said person/entity

e. Major client of the Company or a person who executes business for said client

f. Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/ Audit and Supervisory Board Member

g. Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)

h. Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to director him/herself only)

i. Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)

j. Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)

k. Other

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| Outside Directors’ Relationship with the Company (2) |

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| --- | --- | --- | --- | --- |
| Name | Membership of Committee | Designation as Independent Director | Supplementary Explanation of the Relationship | Reasons for Appointment |
| Nomination Committee | Remuneration Committee | Audit Committee |
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**Supervisory Committees**

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| Composition of Supervisory Committee and Attributes of the Chairperson |

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| --- | --- | --- | --- | --- | --- |
|  | All Committee Members | Full-time Members | Inside Directors | Outside Directors | Committee Chair |
| Nomination Committee | [Number] | [Number] | [Number] | [Number] | Inside Director / Outside Director / None |
| Remuneration Committee |  |  |  |  |  |
| Audit Committee |  |  |  |  |  |

**Executive Officers**

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| --- | --- |
| Number of Executive Officers | [Number] |

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| Status of Concurrent Duties |

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| --- | --- | --- | --- |
| Name | Representative Authority | Concurrent Duties as Director | Concurrent Duties as Employee |
|  | Nomination Committee Member | Remuneration Committee Member |
|  | Yes / No | Yes / No | Yes / No | Yes / No | Yes / No |
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**Auditing Structure**

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| --- | --- |
| Appointment of Directors and/or staff to Support the Audit Committee | Appointed / Not Appointed |

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| Matters Related to the Independence of Said Directors and/or Staff from Executive Officers/Reasons for Adopting Current System |

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| Cooperation among Audit Committee, Accounting Auditors and Internal Audit Department |

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**Matters Concerning Independent Directors**

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| --- | --- |
| Number of Independent Directors |  |

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| Other Matters Concerning Independent Directors |

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**Incentives**

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| --- | --- |
| Implementation Status of Measures related to Incentives Granted to Directors and/or Executive Officers | Introduction of Performance-linked Remuneration Scheme / Introduction of Stock Options Scheme / Other / None |

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| Supplementary Explanation for Applicable Items |

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| Persons Eligible for Stock Options | Inside Directors / Outside Directors / Employees / Parent Company’s Directors / Parent Company’s Executive Officers / Parent Company’s Audit and Supervisory Board Members / Parent Company’s Employees / Subsidiaries’ Directors / Subsidiaries’ Executive Officers / Subsidiaries’ Audit and Supervisory Board Members / Subsidiaries’ Employees / Other |

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| Supplementary Explanation for Applicable Items |

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**Remuneration for Directors and Executive Officers**

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| Status of Disclosure of Individual Director’s Remuneration | Disclosure for All Directors / Disclosure for Selected Directors / No Disclosure for any Directors |
| Status of Disclosure of Individual Executive Officers’ Remuneration | Disclosure for All Executive Officers / Disclosure for Selected Executive Officers / No Disclosure for any Executive Officers |

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| Supplementary Explanation for Applicable Items |

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| --- | --- |
| Policy on Determining Remuneration Amounts and Calculation Methods  | Established / Not Established |

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| Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods  |

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**Support System for Outside Directors**

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**Status of Persons who have Retired as Representative Director and President, etc.**

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| Information on Persons Holding Advisory Positions (*Sodanyaku*, *Komon*, etc.) after Retiring as Representative Director and President, etc. |

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| --- | --- | --- | --- | --- | --- |
| Name | Job title/position | Responsibilities | Terms and Conditions of Employment (Full/part time, with/without remuneration, etc.) | Date when former role as president/CEO ended | Term |
|  |  |  |  |  |  |
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| --- | --- |
| Number of Persons Holding Advisory Positions (*Sodanyaku*, *Komon*, etc.) After Retiring as Representative Director and President, etc. | [Number] |

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| Other Related Matters  |

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**2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System)**

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**3. Reasons for Adoption of Current Corporate Governance System**

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**III. Implementation of Measures for Shareholders and Other Stakeholders**

**1. Measures to Vitalize General Meeting of Shareholders and Facilitate Exercise of Voting Rights**

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|  | Supplementary Explanation |
| Early Posting of Notice of the General Meeting of Shareholders |  |
| Scheduling of the General Meeting of Shareholders on a Non-Peak Day |  |
| Electronic Exercise of Voting Rights |  |
| Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights |  |
| Provision of Notice (or Summary of Notice) of the General Meeting of Shareholders in English |  |
| Other |  |

**2. Status of IR-related Activities**

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| --- | --- | --- |
|  | Supplementary Explanation | Explanation by a representative director or a representative executive officer |
| Formulation and Publication of Disclosure Policies |  |  |
| Regular Investor Briefings held for Individual Investors |  | Held / Not Held |
| Regular Investor Briefings held for Analysts and Institutional Investors |  | Held / Not Held |
| Regular Investor Briefings held for Overseas Investors |  | Held / Not Held |
| Online Disclosure of IR Information |  |  |
| Establishment of Department and/or Placement of a Manager in Charge of IR |  |  |
| Other |  |  |

**3. Status of Measures to Ensure Due Respect for Stakeholders**

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|  | Supplementary Explanation |
| Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders |  |
| Implementation of Environmental Preservation Activities and CSR Activities, etc. |  |
| Formulation of Policies, etc. on Provision of Information to Stakeholders |  |
| Other |  |

**IV. Matters Concerning the Internal Control System**

**1. Basic Views on Internal Control System and Status of Development**

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**2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development**

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**V. Other**

**1. Adoption of Anti-Takeover Measures**

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| Adoption of Anti-Takeover Measures | Adopted / Not Adopted |

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| Supplementary Explanation for Applicable Items |

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**2. Other Matters Concerning the Corporate Governance System**

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END