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Tekscend Photomask Corp.

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The corporate governance of Tekscend Photomask Corp. (the “Company”) is described below.

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

Corporate governance plays an important role in realizing the “mission, vision, and values” of Tekscend Photomask and we strive to maintain and strengthen our management foundation by enhancing soundness & transparency in management, as well as fulfilling our responsibilities to build the trusting relationship with all stakeholders including shareholders.

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

The Company implements all the principles of the Corporate Governance Code.

Disclosure Based on each Principle of the Corporate Governance Code

【Principle 1-4: Cross-Shareholdings】

1. Policy on Cross-Shareholdings

We do not currently hold any listed shares that are subject to cross shareholdings.

We may invest in business partners, whether listed or unlisted, for the purpose of creating business opportunities and building a strong partnership structure, by taking a prudential approach of considering whether such investment is in line with the corporate value of both the Company and the investee company.

2. Consideration of Continued Cross-Shareholdings

The Company's CFO comprehensively examines the appropriateness of continued holding of each individual stock by constantly checking the purpose, the benefit and the risk associated with the cost of holding the stock, and reports to the Board of Directors each year. The Company shall make disposal plans such as selling out if such shareholding is considered inappropriate.

3. Policy on Exercise of Voting Rights

In terms of the voting rights of Cross-shareholdings, the Company exercise in an appropriate manner based on the basic criterion of whether or not it is in line with the medium- to long-term enhancement of the corporate value of both the Company and the investee company.

【Principle 1-7. Related Party Transactions】

The Company conducts related-party transactions, such as transactions with its directors, major shareholders, etc., in accordance with the "Related Party Transaction Management Regulations. In ascertaining related parties, the Accounting Department prepares a list of related parties after the end of the fiscal year and obtains responses from the directors and officers of the Company's group.

When entering a new transaction with a related party, the Board of Directors shall first confirm and verify the rationality of the said transaction & the appropriateness of its requirements; the transaction can only be conducted with the prior approval of the Board of Directors. The Board of Directors may also seek the opinion of the corporate auditors.

For ongoing transactions, the Company's CFO shall review the necessity and report to the Board of Directors at the end of each fiscal year.

The appropriateness of these transactions and procedures is also confirmed by corporate auditors and internal audits.

In addition to the above, when conducting transactions with controlling shareholders, etc., a "special committee," the majority of whose members are independent external Directors, is convened to ensure that the transaction will not harm the company or the common interests of shareholders.

【Supplementary Principle 2-4 ① Ensuring Diversity, Including Active Participation of Key Talents】

① Approach to ensuring diversity in the promotion/employment of key talents and Management.

The Company does not discriminate in any way based on gender, nationality, career, or any other attributes or values, and treats employees appropriately according to their roles and job performance, and appoints the right people to the right positions.

1. Promotion of Women to Management Positions (Key Talents)

We promote talents regardless of gender so that employees can maximize their abilities and develop their careers independently.

Recruitment and selection are based on aptitude for the job, and we are actively promoting the hiring of women, with the percentage of women in regular and experienced hires in FY2024 at 26.8%. We are also making steady progress in promoting women to managerial and supervisory

positions, with the ratio of women in managerial positions increasing from 4.4% in FY2023 to 8.4% in FY2024, with a target of 15.0% by 2030.

At the same time, we are enhancing measures to support the advancement of women, such as the implementation of programs to provide emotional support for employees working while raising children, so that they can continue their careers even after life events such as childbirth and childcare.

2. Promotion of Foreign Nationals to Management Positions (Key Talents)

The Group is developing its business globally, and more than 70% of its workforce is comprised of foreign nationals from overseas sites. Of the eight executive officers, including the executive directors, four (50.0%) are non-Japanese, and in the overall global management structure of the Group, 13 (52.0%) of the 25 members are non-Japanese.

In order to operate as one team and one operation on a global scale in the future, we will continue to appoint the right people to the right positions, although we will not set or disclose a target for the number of non-Japanese employees in management positions on a non-consolidated basis.

3. Promotion of mid-career hires to management positions (Key Talents)

In order to develop the foundation of our business environment and respond appropriately to management issues for the future, we actively hire experienced personnel with diverse knowledge, experience, and a high level of expertise.

In addition, the Company enhances the onboarding program at the time of hiring so that the hired personnel can play an active role as early as possible, and conducts follow-up training for experienced hires after a certain period of time has passed since they joined the Company in order to promote understanding of the Company's corporate culture and build a network among experienced hires.

② Voluntary and measurable targets

Indicators	Target	Actual (End of FY3/2024)	Actual (End of FY3/2025)
Percentage of female workers in management positions (%)	15.0%	4.4%	8.4%

③ Disclose talent development policy and internal workplace development policy for ensuring diversity, along with the status of their implementation.

We support the proactive career development of each employee so that they can maximize their abilities in the future while ensuring their diversity. In FY2023 and FY2024, we conducted career development training for employees and training for managers to support the career

development of their subordinates. In addition, we encourage employees to actively exchange opinions not only about their work but also about their careers and working styles at 1-on-1 meetings in their workplaces.

In the area of talent development, we provide talent development programs including e-Learning, and have established a self-assessment system for internal job openings and careers.

We also promote education aimed at ensuring diversity through self-development programs and "Diversity and Inclusion Education" as mandatory education for all employees.

【Supplemental Principle 2-6: Roles of Corporate Pension Funds as Asset Owners】

(hereinafter referred to as the "Parent Company, etc."), the Company's founding parent company and currently the Parent Company, etc., made a full transition from a defined benefit pension plan to a defined contribution pension plan in October 2017, only employees who retired before the transition and employees above a certain age will continue to be covered by the fund-type defined benefit pension plan. The Company has been applying the fund-type defined benefit pension plan continuously only for employees who retired before the plan transfer and for employees above a certain age, and then transferred to the defined benefit pension plan in accordance with the laws and regulations from December 2019. The Company currently manages its pension assets under the above plan.

Asset management under the defined benefit pension plan is conducted in accordance with the "Investment Management Guideline" established by the parent company, etc., for the purpose of ensuring pension benefits in the future. For asset management, an Asset Management Meeting has been established, consisting of the directors in charge of Human Resources and Finance, as well as personnel with the necessary qualifications and knowledge for asset management. The committee regularly checks the optimal asset allocation ratios, evaluates entrusted financial institutions and funds, and receives advice from third-party experts as necessary.

【Principle 3-1: Full Disclosure】

- (i) The company's goals (management philosophy, etc.), management strategies, and management plans

The Company discloses its management philosophy, management strategies, and medium-term management plan and in Summary of Financial Results Materials on its website.

- (ii) Basic Policy on Corporate Governance and Basic Policies

Please refer to "I. 1 Basic Views" of this report.

- (iii) Policies and procedures for the Board of Directors in determining the compensation of senior management and directors

Please refer to "II 1Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods " of this report.

(iv) Policies and procedures for the Board of Directors' selection and dismissal of senior management and nomination of candidates for Directors and Corporate Auditors

In appointing directors and corporate auditors, the Company establishes the criteria for appointing directors and corporate auditors, nominates candidates in accordance with the selection criteria in addition to the composition and balance of the Board of Directors, consults with the Nomination and Compensation Committee, reports to and passes a resolution by the Board of Directors, and then appoints them by resolution at the General Meeting of Shareholders.

(v) Explanation of individual selection and dismissal of management executives and nomination of candidates for directors and corporate auditors by the Board of Directors based on (iv) above.

The Company discloses background information and other matters regarding candidates for directors and corporate auditors in the reference materials for the general meeting of shareholders, and discloses the reasons for each nomination in addition to the above.

【Supplementary Principle 3-1-3: Initiatives on sustainability】

The Company is actively working to minimize the environmental impact of the entire semiconductor supply chain and realize a sustainable society. As part of our approach to sustainability, we have formulated a "CSR Guideline" which is available on our website (https://www.photomask.com/en/csr/csr_policy).

In addition, we have posted our policies on human capital management, investment in intellectual property, etc. on our website.

In addition, in order to improve the Company's sustainability, including climate change issues, the Company has identified materiality in the areas of Environment, Social, and Governance, and has set KPIs and targets for each materiality as priority issues. The status of these initiatives is regularly monitored by the ESG Office and is also included in the Annual Securities Report at .

【Supplementary Principle 4-1-1: Roles and Responsibilities of the Board of Directors】

The Company has established "Rules of the Board of Directors," " Regulations for official authority," and "Official authority table" and stipulates matters stipulated by law or the Articles of Incorporation and other important matters related to the management of the Company as matters to be brought to the Board of Directors. The "Table of Administrative Authorities" defines the scope of decision-making and execution by the Board of Directors, CEO, CFO, CxO, and the Management Meeting.

In principle, the Board of Directors meets once a month to make decisions on important business operations of the Company, as well as to discuss the progress of business performance and consider countermeasures.

【Principle 4-9. Independence Standards and Qualification for Independent Directors】

The Company has established the following criteria for determining the independence of external directors and external corporate auditors, including independent external directors.

1. If none of the following attributes applies, the relevant Director and/or Corporate Auditor shall be judged to be independent from the Company and not likely to cause a conflict of interest with general shareholders.
 - (1) The individual or a close relative (meaning relatives within the second degree of kinship. The same shall apply hereinafter)
 - ① Current and past executive officers of the Company and its parent company, sibling companies and subsidiaries (meaning directors, executive officers, executive officers, and other employees, etc. excluding external Directors, but limited to important persons in relation to close relatives. The same shall apply hereinafter)
 - ② Any individual who has received remuneration exceeding 10 million yen from the Company in any one of the past three fiscal years as a consultant, legal professional, accounting professional, or medical professional, etc. (excluding remuneration as an officer of the Company).
 - (2) The individual or a close relative of the individual who is currently or has been employed as an executive of a corporation or other organization that falls under any of the following categories for the past 10 years
 - ① Business Relationships
 - (a) Business partners whose transaction amounts from or in consideration of the provision of products or services to the Group exceed 2% of the consolidated net sales of any of the companies in any one of the last three fiscal years
 - (b) Consulting firms, law firms, auditing firms, certified public tax accountants, and other firms whose compensation paid by the Group exceeds 10% of their total revenues in any one of the last three fiscal years.
 - (c) Borrowers whose borrowings from the Group as of the end of the immediately preceding fiscal year exceeded 10% of the total consolidated assets of the Company
 - ② Major shareholders
Companies or other legal entities that are a major shareholders of the Company or companies in which the Company is a major shareholder at the time of determining

independence. A major shareholder is defined as a shareholder holding 10% or more of the total number of shares issued and outstanding.

③ Donation recipients

A donor whose donations from the Company exceeded 10 million yen in any one of the past three fiscal years and 2% of the total revenue of the corporation or other organization in question.

④ Accounting auditor

An auditing firm that is currently the accounting auditor of the Company group and has been for the past three fiscal years

⑤ Relationship of mutual appointment

A listed company in which an executive officer of the Company serves as a current external director or outside corporate auditor.

2. Even in cases falling under any of the preceding items, the Board of Directors or the Audit & Supervisory Board may determine that there is no problem with the requirements for external Directors and outside corporate auditors if, upon comprehensive review, it determines that independence is secured.

【Supplementary Principle 4-10-1: Use of Optional Approach】

Although the Company has adopted a company with an Audit & Supervisory Board system and independent external directors do not constitute a majority of the Board of Directors, the Nomination and Compensation Committee has been established for the purpose of enhancing corporate governance by strengthening the fairness, transparency, and objectivity of procedures related to director nominations and compensation.

The Nomination and Compensation Committee consists of at least three members, including one representative director and at least two external directors, with a majority of independent external directors, and the chairman of the committee is appointed from among the members who are external directors.

The Nomination and Compensation Committee deliberates the following matters and reports to the Board of Directors in response to inquiries from the Board of Directors.

(1) Nomination

- ① Matters related to the election and dismissal of directors to be proposed at the General Meeting of Shareholders
- ② Matters related to the selection and dismissal of representative directors and directors with special titles
- ③ Matters related to the election and dismissal of executive officers and their appointments

- ④ Matters related to proposed candidates for directors and executive officers, succession plans, etc.
- ⑤ Matters related to the election and dismissal, or selection and dismissal, of directors and executive officers of important subsidiaries
- ⑥ Other matters related to the nomination of officers for which the Board of Directors consults the Nomination and Compensation Committee.

(2) Compensation

- ① Matters related to remuneration for directors to be proposed to the General Meeting of Shareholders
- ② Matters related to the details of remuneration, etc. for individual directors and executive officers
- ③ Matters related to the basic policy and compensation system for directors and executive officers
- ④ Matters related to remuneration for directors and executive officers of important subsidiaries
- ⑤ Other matters related to remuneration for directors and executive officers for which the Board of Directors consults the Nomination and Compensation Committee.

In addition, the Nomination and Compensation Committee, in considering the above-mentioned advisory matters, provides advice, including from the perspective of gender and other diversity and skills of directors.

【Supplementary Principle 4-11-1: A view on the appropriate balance between knowledge, experience and skills of the board as a whole, and also on diversity and appropriate board size】
The Company appoints three of its eight directors (seven male and one female) and three corporate auditors (two male and one female) as independent external directors and independent outside corporate auditors, respectively, to strengthen the supervisory function of the Board of Directors and ensure highly transparent management.

The independent external directors and outside corporate auditors do not have any personal or capital relationship, or any business relationship or other interest with the Company that would cause a conflict of interest with the general shareholders of the holding company.

Independent external directors and outside corporate auditors contribute to strengthening the supervisory function of the Board of Directors and enhancing transparency. Their composition enables the Company to receive advice based on their knowledge and experience as experts in management, technology trends, the environment and sustainability, finance, taxation, accounting, and law in making decisions regarding the execution of important operations.

In appointing directors, the Company has established criteria for the appointment of directors and corporate auditors, and in addition to the composition and balance of the Board of Directors

as described above, nominates candidates in accordance with the selection criteria, and after consultation with the Nomination and Compensation Committee, reports and resolutions are made to the Board of Directors, which then appoints directors by resolution at the General Meeting of Shareholders.

In addition, a skill matrix listing the knowledge, experience, and abilities of each director is prepared and included in the notice of convocation of the General Meeting of Shareholders each year.

The Company's three independent external directors have management experience at other companies, and all of them are expected to contribute to high-quality discussions at Board of Directors meetings and strengthen the supervisory function.

【Supplementary Principle 4-11-2: Status of Concurrent Appointments of Directors】

The Company has not established any specific restrictions on corporate auditors concurrent holding of as directors and corporate auditors. However, in cases where directors and corporate auditors hold concurrent positions at other listed companies, the Company confirms that such positions do not affect their duties as directors and corporate auditors of the Company.

The status of important concurrent positions held by each Director and Corporate Auditor with other listed companies is disclosed in the Business Report and the Reference Documents for the General Meeting of Shareholders

【Supplemental Principle 4-11-3: Analysis and Assessment of the Effectiveness of the Board of Directors】

The Company conducted the following analysis and evaluation of the effectiveness of the Board of Directors during the fiscal year under review.

(1) Overview of the method of evaluating the effectiveness of the Board of Directors

During the period under review (From April 2024 to March 2025), the Company conducted a questionnaire survey of all directors (10* as of May 2025) and all corporate auditors (5* as of May 2025) using a 4-point scale and an open-ended questionnaire and obtained responses from all directors and corporate auditors using a secret written form. The results were then discussed by all directors and auditors, and an analysis and evaluation of the effectiveness of the Board of Directors was conducted.

Evaluation of the effectiveness of the Board of Directors

1. Composition of the Board of Directors
2. Operation of the Board of Directors
3. Agenda of the Board of Directors meetings
4. Supporting structure of the Board of Directors

5. Dialogue with shareholders as a board of directors

(2) Summary of Analysis and Evaluation Results

The average score for all five themes was above 3, indicating that the composition of the Board of Directors, frequency of meetings, deliberation items, deliberation time, and decision-making process are appropriate, and that the effectiveness of the Board of Directors is generally adequate in terms of both the decision-making process and supervisory function.

In particular, the composition of the Board of Directors was highly evaluated as having a well-balanced composition of officers with diversity and expertise, and the operation of the Board of Directors' meetings is conducted in a neutral and concise manner by the chairperson. The Board of Directors' meetings are highly evaluated for their appropriate operation.

On the other hand, there were some comments calling for further enhancement of the Board of Directors' meeting materials and for sufficient time to review them in advance. In addition, the enhancement of education and training opportunities for directors and external directors was pointed out.

Regarding the agenda of the Board of Directors, there was an opinion about the expectation of the Nomination and Compensation Committee and other committees further deepening the discussion on executive compensation design and succession plans in the future.

In addition, the Board also recognized the need to enhance opportunities for discussion on human resource strategies for medium- to long-term corporate value enhancement and the promotion of DX, as these issues are currently not sufficiently discussed.

Based on the results of this evaluation, the Board of Directors will continue its efforts to improve issues, and will strive to further enhance corporate value by strengthening and continuously improving corporate governance to ensure transparent and fair decision-making.

【Supplementary Principle 4-14-2: Director Training Policy】

The Company has established an annual training plan and provides training opportunities for newly appointed directors and corporate auditors to acquire necessary knowledge about the industry, business, laws and regulations, finance, and organization, based on the training policy for directors and corporate auditors.

In addition, when newly appointed external directors and outside corporate auditors assume office, they are briefed on the industry to which the Company belongs, its history, business overview, financial information, and other necessary information in order to acquire such information, and are given tours of each location as necessary.

【Principle 5-1: Policy for Constructive Dialogue with Shareholders】

The Company appoints the CFO as the director in charge of IR and established IR Office for the IR matters. In addition to holding a financial results briefing for institutional investors and analysts at least once a half year, the Company holds individual meetings or small meetings as necessary to respond to requests for dialogue from shareholders. The Company anticipates to enhance the corporate value by continued dialogue through various approaches with all onshore and offshore investors.

【 Initiatives to realize management practices that are conscious of capital costs and stock performance

Content of Disclosure	Disclosure of initiatives (initial) / Disclosure of initiatives (update) Disclosure of initiatives (initial)/disclosure of initiatives (update)/disclosure of consideration status
Availability of English Disclosure	Available
Date of Disclosure Update	September 22, 2025

Explanation of Actions

To promote the consciousness of capital costs and stock performance, the Company is constantly analyzing and evaluating our return on capital and market valuation with the aim of sustainably increasing our corporate value. Based on this, the Board of Directors will consider and formulate policies, goals, and specific initiatives for improvement, which will be reflected in our future management strategy.

In particular, the Company is fully aware that our business requires ongoing, large capital investments and which is critical in terms of management. Through the dialogue with investors, the Company is continuously in the direction of optimizing our disclosure approach with respect to the capital costs and target indicators.

2. Capital Structure

Foreign Shareholding Ratio	More than 20% but less than 30%
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【Status of Major Shareholders】

Name or Company Name	Number of Shares Owned	Percentage (%)
TOPPAN Holdings, Inc.	46,237,901	50.10
Ice Integral 2 Investment Limited Partnership	19,301,348	20.91
Infinity Gamma Ice L.P.	7,808,367	8.46
Initiative Delta Ice L.P.	6,765,356	7.33
Insight Beta Ice L.P.	6,135,008	6.65
Innovation Alpha Ice L.P.	5,193,607	5.63
Ice Integral 1 Investment Limited Partnership	849,633	0.92

Name of Controlling Shareholder, if applicable (excluding Parent Companies)	-
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Name of Parent Company, if applicable	TOPPAN Holdings, Inc.
Listed exchange of parent company	Tokyo

Supplementary Explanation

3. Corporate Attributes

Market Classification	Prime Market
Fiscal Year-End	March
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	More than 1,000
Net Sales (Consolidated) for the Previous Fiscal Year	100 billion yen or more but less than 1 trillion yen
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	10 or more but less than 50

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

The Group has established the Related Party Transaction Management Rules for transactions with related parties of the Group, including the parent company and its affiliates, and manages new and continuing transactions in accordance with the said rules from the viewpoint of protecting the interests of minority shareholders. The initiation or continuation of all transactions is subject to resolution by the Board of Directors.

Specifically, for the initiation of a new transaction, the Board of Directors checks for the substitutability of the transaction with a third party other than related parties and the economic rationality of the terms of the transaction after obtaining a fair quote from the third party. The Company's special committee (committee on the appropriateness of transactions with controlling shareholders, etc.) the majority of the committee members are independent external directors will then review the transaction and determine whether or not it is appropriate. In addition, with respect to ongoing transactions, an inventory of all related-party transactions and the actual results of such transactions is conducted based on the actual results of each fiscal year, and the appropriateness of the continuation of each transaction is discussed at the Board of Directors meeting in June of each year.

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

Parent Company

(1) Position of the Company within the parent company group

The Company has TOPPAN Holdings Corporation ("TOPPAN") as its parent company. The company belongs to its electronics segment, but there is no competitive relationship between the Group and TOPPAN in the photomask business and new businesses that the Group is developing. The Group intends to expand its business as a leading company in the merchant photomask industry based on the Mission, Vision, and Values announced on April 1, 2025, and does not expect to engage in new businesses that compete with other segments owned by the parent company's group. We do not intend to newly engage in businesses that compete with other segments owned by the parent company's group. The parent company's group has not announced any decision to engage in any business in an area that competes with the Group.

(2) Involvement of TOPPAN in the decision-making process of the Company

The Company has not stipulated any matters in the management of the Group that require prior approval or consultation with TOPPAN. In addition, the Company has appointed three external directors out of eight directors, each of whom is independent in light of the criteria for determining independence as stated in <Principle 4-9: Criteria and Qualifications for Independence of Independent External Directors>. Although one director is dispatched from TOPPAN, in appointing a person who belongs to TOPPAN as a director, the Company considers whether the appointment of the subject person as a director of the Company will contribute to strengthening the governance system of the Company, and nominates and appoints the person to the position after confirming that the proposed appointment will not hinder the soundness of corporate management and the protection of minority shareholders. The Nomination and Compensation Committee is consulted to ensure that there are no obstacles from the perspective of sound corporate management and the protection of minority shareholders. We believe that there is no concern that TOPPAN will impede free decision-making in the management of the Company based on the above.

(3) Transactions with parent companies, etc.

As described in "Principle 1-7: Related Party Transactions," the initiation and continuation of related party transactions are subject to the approval of the Board of Directors. In addition, a special committee consisting of a representative director and two independent directors is required to verify the validity of each transaction from the viewpoint of substitutability, economic rationality, and protection of minority shareholders, based on the arm's length rule and conflict of interest transactions. Therefore, we do not believe that any situation that could

impair the independence of the Group or damage the interests of minority shareholders will arise.

(4) Utilization and role of the voluntary Nomination and Compensation Advisory Committee

The Company has established and operates the Nomination and Compensation Committee, which is chaired by an independent external director and consists of the representative director and two independent external directors. The committee discusses, in consultation with the Company's Board of Directors, personnel proposals for the Company's directors including election and dismissal, succession plans for the representative director, policies for determining compensation, compensation systems, and other important matters related to executive compensation. The Committee discusses important matters related to compensation for directors and executive officers, proposals for the Company's directors including election and dismissal, succession plans for the President, and policies and systems for determining compensation.

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

1. Organizational Composition and Operation

Corporate Governance System	Company with Audit and Supervisory Board
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【Directors】

Number of Directors Stipulated in Articles of Incorporation	Thirteen (13)
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President of the Company
Number of Directors	8 Number of Directors
Election of External Directors	Elected
Number of External Directors	4 persons
Number of Independent Directors	3 persons

External Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company (*1)										
		a	b	c	d	e	f	g	h	i	j	k
Tsuyoshi Yamazaki	From another company								○			
Tadahiro Suhara	From another company											
Chiharu Tokoro	Scholar											
Deng Maosong	From another company								○			

*1 Categories for “Relationship with the Company”.

- Person who executes business for the Company or its subsidiary
- Person who executes business for a non-executive director of the Company's parent company
- Person who executes business for a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for said person/entity
- Major client of the Company or a person who executes business for said client
- 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/company auditor
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
- 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)
- Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)
- Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
- Other

(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.)

External Directors' Relationship with the Company (2)

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Tsuyoshi Yamazaki		The Company has a management support agreement with Integral Corporation, to which Director Mr. Yamazaki belongs. Therefore, this item is scheduled to be removed after the Company's listing.	He has many years of experience in the management of multiple companies and a high level of insight, including serving concurrently on the boards of directors of various investee companies. We have elected him as we believe that he will contribute to the strengthening of our corporate governance.
Tadahiro Suhara	○	-	Mr. Suhara has knowledge of the semiconductor industry and technology cultivated at a business company, as well as abundant experience in corporate management.
Chiharu Tokoro	○	-	Appointed based on the Company's judgment that he can provide useful advice and recommendations regarding the environment and sustainability, which are important management issues for the Company, and contribute to the realization of the Company's sustainable

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
			growth and improvement of corporate value by utilizing his expertise in the development of advanced separation technologies required for resource development and metal resource recycling, such as resource recycling engineering.
Deng Maosong	○	Although the Company has a business relationship with Etron Technology Inc, for which Director Deng concurrently serves, the Company has not had a business relationship with Etron in excess of more than 2% of consolidated net sales in any of the past three fiscal years. Therefore, the Company has determined that the appointment of Director Deng is in line with the Company's basic policy regarding the appointment of officers and satisfies the independence requirements. Therefore, the Company has determined that he	The Company has elected him because of his many years of knowledge of the semiconductor industry and his extensive experience in corporate management, and he is expected to provide advice and recommendations on future growth strategies and to contribute to the realization of the Company's sustainable growth and improvement of corporate value.

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
		satisfies the requirements for independence.	

【Voluntary Established Committee(s)】

Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Remuneration Committee	Established
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Status of Voluntarily Established Committee(s), Attributes of Members Constituting the Committee and the Committee Chairperson

Voluntary Established Committee equivalent to the Nominating Committee

Committee's Name			Voluntary Nominating and Compensation Committee			
All Members	Fulltime Members	Inside Directors	External Directors	side Experts	Other	Chairpers on
3	1	1	2	0	0	External Directors

Voluntary Established Committee equivalent to the Compensation Committee

Committee's Name			Voluntary Nomination and Compensation Committee			
All Members	Fulltime Members	Inside Directors	External Directors	Inside Experts	Other	Chairpers on
3	1	1	2	0	0	External Directors

【Supplementary Explanation】

The Company has one Advisory Committee that has both nomination and compensation functions.

Audit and Supervisory Board Member

Establishment of Audit and Supervisory Board	Established
Number of Audit and Supervisory Board Members Stipulated in Articles of Incorporation	5 persons
Number of Audit and Supervisory Board Members	3 Name

Cooperation among Audit and Supervisory Board Members, Accounting Auditors and Internal Audit Departments

Corporate auditors hold regular and irregular meetings with the auditing firm to share audit plans, auditing methods, and audit results, and to exchange opinions on issues facing the Group in order to ensure close collaboration.

Corporate auditors and the Corporate Audit Division exchange audit plans, explanations, and reports, and share information on issues specific to the Company, such as the audit environment at regular and irregular meetings. In addition, corporate auditors accompany the Corporate Audit Office on site visits to each division and office as necessary to improve the quality of audits.

Appointment of Outside Audit and Supervisory Board Members	Appointed
Number of Outside Audit and Supervisory Board Members	3 persons
Number of Independent Audit and Supervisory Board Members	3 persons

Outside Audit and Supervisory Board Members' Relationship with the Company (1)

Name	Attribute	Relationship with the Company (*1)												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Masaaki Usui	Accountant, Certified Public Tax Accountant													
Kazuko Saito	Certified Public Tax Accountant										△			
Takeshi Motomura	Attorney at Law										○ ○			

*1 Categories for “Relationship with the Company”.

- Person who executes business for the Company or its subsidiary
- A non-executive director or an accounting advisor of the Company or its subsidiaries
- Person who executes business for or a non-executive director of the Company's parent company
- An Audit and Supervisory Board Member of a parent company of the Company
- Person who executes business for a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for said person/entity
- Major client of the Company or a person who executes business for said client
- 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
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
- Person who executes business for a client of the Company (excluding persons categorized as any of f, g, or h above) (applies to the auditor him/herself only)
- Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to the director/auditor him/herself only)

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

m. Other

*2 (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.)

Outside Audit and Supervisory Board Members' Relationship with the Company (2)

Name	Designation as Independent Audit and Supervisory Board Member	Supplementary Explanation of the Relationship	Reasons for Appointment
Masaaki Usui	○		He is a certified public accountant and a licensed tax accountant, and has knowledge of taxation, finance and accounting as well as extensive experience in corporate management.
Kazuko Saito	○	We had a contract with Kyoya Godo Office, where Auditor Saito serves as the representative tax accountant through fiscal year 2024. However, this client does not fall under the category of business partners where payments from our group exceeded 10% of their total revenue in any of the past three fiscal years. This aligns with our basic policy for	As a certified public accountant, she possesses extensive expertise in taxation, finance, and accounting, along with rich experience in corporate management. We have determined that he can contribute to the realization of our company's sustainable growth and enhancement of corporate value. We have appointed her with the expectation that she will

		appointing officers and we determine that the independence requirements are satisfied.	provide appropriate oversight of our company's operational management structure.
Takeshi Motomura	○	MRMotomura had concluded a contract as a legal advisor with Iwata Godo, the firm does not fall under the category of business partners whose ratio of remuneration, etc. paid by the Group exceeds 10% of its total revenue for any of the past three fiscal years, and the consultation as a legal advisor is completely separate from that of the Group. The Company has determined that it satisfies the criteria for independence because it does not fall under the category of business partners whose ratio of remuneration, etc. paid by the Group exceeds 10% of the Company's total revenues in any of the past three fiscal years and its consultation as legal counsel is completely separate.	As an attorney, I possess extensive experience in legal affairs and have served as an external director and outside auditor for various companies, providing advice and recommendations on management and corporate governance. We have appointed me in the expectation that I will contribute to the Company's sustainable growth and enhancement of corporate value, while also conducting appropriate oversight of the Company's operational management structure.

【Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members】

Number of Independent Directors and Independent Audit and Supervisory Board Members	6 Number of persons
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Other Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members

【Incentives】

Implementation Status of Measures related to Incentives Granted to Directors	Introduction of Performance-linked Remuneration Scheme / Introduction of Stock Options Scheme
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【Supplementary Explanation for Applicable Items】

The Company has introduced a performance-linked compensation plan and stock option plan for Directors, excluding External Directors. For details, please refer to "Persons to whom stock options are granted" and "Policy for determining the amount of compensation or its calculation method".
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Persons Eligible for Stock Options	Inside Directors / Executive Officers / Employees / Subsidiaries' Directors / Subsidiaries' Executive Officers / Subsidiaries' Audit and Supervisory Board Members / Subsidiaries' Employees
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Supplementary Explanation for Applicable Items

The Group has introduced an equity-settled stock option plan with the aim of improving medium- and long-term business performance and corporate value by providing incentives to directors, employees, and others. Stock options are measured at fair value at the grant date, and the fair value of stock options is calculated using the Black-Scholes model and other methods.

【Director Remuneration】

Status of Disclosure of Individual Director's Remuneration	No Disclosure for any Directors
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Supplementary Explanation for Applicable Items

The Company does not disclose individual remunerations because there is no director whose total amount of remuneration, etc. exceeds 100 million yen.

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

The amount of remuneration for each director consists of a base salary as fixed remuneration and performance-linked remuneration, based on the basic policy that the amount of remuneration for each director should be determined at an appropriate level in consideration of his/her responsibilities.

The base salary is set in accordance with the position with reference to industry standards. Performance-linked remuneration consists of short-term incentive (STI) and long-term incentive (LTI); STI is based on the business results of the previous fiscal year, and the percentage of achievement of the term plan for (1) EBITDA, (2) net income, and (3) ROIC for the previous fiscal year, and (4) progress in key issues on the medium-term management plan; LTI is based on the LTI is calculated based on the performance of the previous fiscal year, based on the rate of achievement of the periodic plan for consolidated operating profit for the previous fiscal year, and the payment rate determined for each position.

The compensation for each individual director is deliberated by the Nomination and Compensation Committee and submitted to the Board of Directors.

【Support System for External Directors (and/or Outside Audit and Supervisory Board Members)】

The Corporate Planning Department, the secretariat of the Board of Directors, serves as the contact point for the Board of Directors and sends materials in advance of meetings. The Board of Directors Secretariat also provides opportunities for advance explanations of matters to be discussed at meetings of the Board of Directors, and the Board of Directors Secretariat provides explanations directly to External Directors.

The specific matters considered by the Board of Directors include making decisions on important matters based on laws and regulations, the Articles of Incorporation, the Board of Directors Regulations, and the Authority and Responsibilities Regulations.

In addition, the Board of Directors Secretariat responds to inquiries from the full-time corporate auditors and the Corporate Auditors' Office as appropriate.

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

The Company has established the Audit & Supervisory Board as a supervisory function of the Board of Directors and a voluntary Nomination and Compensation Committee as an advisory body to the Board of Directors for nomination and compensation decisions. The Company has also established an Executive Officer System and a Management Meeting to accelerate decision-making and improve the efficiency of business execution.

【Board of Directors】

The Board of Directors consists of eight directors (four of whom are external directors) and three corporate auditors (external corporate auditors) and makes important decisions concerning management based on sufficient discussion. In principle, the Board of Directors meets at least once a month in accordance with the Board of Directors Regulations. However, extraordinary meetings of the Board of Directors are held as necessary to ensure that decision-making and the formulation and execution of overall policies and strategies are carried out quickly and flexibly. The Board of Directors also receives reports on the status of business execution from directors in a timely manner and supervises the directors' business execution.

【Audit & Supervisory Board】

The Audit & Supervisory Board consists of three corporate auditors with considerable knowledge of finance and accounting matters. The Audit & Supervisory Board meets once a month and on an as-needed basis on an ad hoc basis to audit the Company's auditing policies and plans, the state of operation of corporate governance, and the state of development and operation of internal control systems. The Board of Directors also works closely with internal audit staff and audit firms by exchanging information, opinions, and discussions to enhance the effectiveness of audits and to build an effective and efficient audit system.

【Nomination and Compensation Committee】

The company has established a Nomination and Compensation Committee as an advisory body to the Board of Directors to enhance the fairness, transparency, and objectivity of procedures and content related to director nominations and compensation.

The Nomination and Compensation Committee is chaired by an independent external director and the majority of its members consist of independent external directors. The Nomination and Compensation Committee provides reports to the Board of Directors in response to the Board of Directors' inquiries concerning the appointment and dismissal of directors and executive officers, their compensation, and other matters.

【Management Meeting】

The Company has established a Management Meeting, chaired by the Representative Director, and composed of directors and persons appointed by the directors, which is convened in principle every other week. The Management Meeting deliberates and considers matters to be resolved by the Board of Directors in advance, and makes certain decisions, except for matters to be discussed at the Board of Directors meetings, in order to improve management efficiency and speed up the process. The Management Meeting also conducts periodic post-evaluations of decisions made by the Board of Directors and the Management Meeting.

【Internal Audit System】

The Company has established a Corporate Audit Office under the direct control of the Representative Director, in order to enhance the soundness of management and the appropriateness and effectiveness of internal controls. The Corporate Audit Office conducts audits based on an annual audit plan at each business office and factory, including each company that makes up the Group, from a standpoint independent of the business execution departments and mainly based on the perspective of management and operational audits. The audits are conducted based on an annual audit plan. If any improvement items are detected as a result of the audits, the Corporate Audit Office requests specific improvements from the relevant departments and group companies, monitors the status of improvement, and reports all audit results directly to the Representative Director.

3. Reasons for Adoption of Current Corporate Governance System

The Company has established a General Meeting of Shareholders, Board of Directors, and Audit & Supervisory Board, as well as a Corporate Audit Office to monitor day-to-day operations. The Company has adopted this system based on the judgment that the soundness, efficiency, and transparency of management can be ensured through the mutual cooperation of these bodies.

III. Implementation of Measures for Shareholders and Other Stakeholders

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

	Supplementary Explanation
Early Posting of Notice of the General Meeting of Shareholders	In order to enable shareholders to fully consider the proposals, we will endeavor to dispatch the convocation notice of the General Meeting of Shareholders, etc. earlier than the legally required date. We plan to dispatch the notice of the General Meeting of Shareholders approximately 2 weeks before the date of the General Meeting of Shareholders
Electronic Exercise of Voting Rights	It is planned to make it possible to exercise voting rights via the Internet at the website for exercising voting rights designated by the Company.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights to exercise their voting rights	The Company plans to participate in the "Internet Exercise Service" operated by Mitsubishi UFJ Trust and Banking Corporation, and the "Electronic Proxy Voting Exercise Platform" operated by ICJ.
Provision of Notice (or Summary of Notice) of the General Meeting of Shareholders in English	We plan to post the convocation notice in English on our website, TDnet, and the "Electronic Proxy Voting Platform" operated by ICJ.
Other	The proceedings of the General Meeting of Shareholders will be broadcasting simultaneously via the Internet.
Not implemented	---

2. Status of IR-related Activities

	Supplementary Explanation	Explanation by a representative director or a representative executive officer
Formulation and Publication of Disclosure Policies	The Company plans to prepare a disclosure policy and announce it on its website.	
Regular Investor Briefings held for Individual Investors	The Company will consider holding explanatory meetings for individual investors at securities companies, etc. We will also strive to promote understanding of our business performance and business conditions through business reports at the annual general meeting of shareholders, etc.	Not Held
Regular Investor Briefings held for Analysts and Institutional Investors	We plan to hold regular financial results briefings for analysts and institutional investors on a quarterly basis. In addition, the Company will hold individual meetings through conferences and other events, and will also consider providing opportunities such as factory tours and business strategy briefings based on requests from analysts and institutional investors.	Held
Regular Investor Briefings held for Overseas Investors	We plan to hold individual meetings through periodic visits to major investors and conferences. In addition, based on requests from overseas investors, we will consider providing opportunities such as factory tours and business strategy briefings	Held
Online Disclosure of IR Information	IR materials will be posted on the Company's website.	
Establishment of Department and/or	The IR Office has been established as the department in charge of IR.	

Placement of a Manager in Charge of IR		
Other	---	
Not implemented	---	

3. Status of Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	The Group stipulates respect for the position of stakeholders in its Mission, Vision, and Values, which are publicly announced on its website. https://www.photomask.com/news/2025040101ja (*The URL may change after listing.)
Implementation of Environmental Preservation Activities and CSR Activities, etc.	The Group has established a basic CSR policy statement and promotes business activities in line with the RBA Code of Conduct recognizing that minimizing the environmental impact of the entire semiconductor supply chain and realizing a sustainable society are the Group's responsibilities. Specifically, we have established the ESG Committee, chaired by the Representative Director, to share information on issues and measures related to sustainability, including climate change, discuss future initiatives, and report important matters to the Board of Directors. The Board of Directors supervises sustainability initiatives and makes overall decisions, which are reflected in the formulation and management of management strategies and measures. (Environmental Conservation Activities) The Group has identified "response to climate change" as a materiality and is taking measures to reduce risks and seize opportunities based on the climate change issues surrounding the Group and the industry-specific guidance in IFRS S2. In particular, in order to promote the reduction of CO₂emissions from our business activities, we have set a CO₂emissions (Scope 1+2) reduction target of 35.1% reduction in FY2030 compared to

	FY17, and are working to reduce CO₂emissions by setting specific measures. (CSR Activities) The Company has clearly stated its basic CSR policy document and its response to conflict minerals, published it on its website, and is working on business activities in accordance with the document. https://www.photomask.com/csr
Formulation of Policies, etc. on Provision of Information to Stakeholders	Please refer to "5-1 Policy for Constructive Dialogue with Shareholders" in the disclosure based on each principle of the Corporate Governance Code.
Other	---
Not implemented	---

IV. Matters Concerning the Internal Control System

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

The Company establishes and operates a system to ensure the appropriateness of the Company's operations (internal control system) and strives for continuous improvement of the system based on the following basic policy.

(System to ensure that the execution of duties by directors and employees complies with laws and regulations and the Articles of Incorporation)

The Company has established a Crisis Management Meeting and Compliance Committee to establish corporate ethics, promote compliance, and provide education and training in order to clarify the system responsible for corporate ethics.

The Company strives to manage and supervise the proper execution of business operations through our organizational structure, based on documents such as the "Corporate Code of Conduct" that outlines the standards and norms for the conduct of our officers and employees.

Furthermore, to detect and correct legal and ethical issues at an early stage, the Company have established an internal reporting channel staffed by our Human Resources Director and attorneys from a law firm separately designated by the company. This channel accepts reports and consultations from all officers and employees.

In addition, in accordance with internal audit regulations, the Company conducts systematic audits, including those of affiliated companies, to ensure the appropriateness and effectiveness of business processes, compliance with laws and regulations, and the reliability and appropriateness of financial reporting, and provides guidance and enlightenment to each department and each company. The company appropriately reports important matters to the Board of Directors and the Board of Auditors.

(System for Storage and Management of Information Related to Execution of Duties by Directors)

The Company prepares information (documents and minutes) pertaining to decision-making at meetings of the Board of Directors and other important meetings and information pertaining to important decisions (approval documents) in accordance with various regulations, including the Rules of the Board of Directors and the Rules for Approval, and stores and manages such information in accordance with the Document Management Rules.

(Basic Policy and System for Eliminating Antisocial Forces)

Our basic policy is to have no relationship with antisocial forces, groups, or individuals, and not to accept any unreasonable or illegal demands.

In addition, the Company makes efforts to collect information from relevant administrative agencies, etc. on a routine basis and maintains close contact with relevant administrative agencies and legal experts in the event of an incident, thereby establishing a system that enables the entire organization to promptly respond to such incidents.

(Regulations and Other Systems for Managing Risk of Loss)

The Company has established regulations concerning risk management, and based on these regulations, the Risk Management Meeting, chaired by the Representative Director and composed of officers and employees in charge of each department, oversees risk management in each department and determines basic policies, promotion systems, and other important matters concerning risk management.

(System to Ensure Efficient Execution of Duties by Directors)

The Company periodically establishes a Management Meeting and Executive Officer Meeting consisting of representative directors, CXOs including executive directors, and corporate officers to hold preliminary deliberations to enhance discussions at Board of Directors meetings before submitting matters to the Board of Directors in order for the Board of Directors to make decisions based on relevant laws and regulations, principles of management judgment, etc.

(System to ensure the appropriateness of operations of the corporate group consisting of the Company and its subsidiaries)

The Company has established the Executive Committee, and in conjunction with the operation of the Compliance Committee and the Crisis Management Meeting, etc., the Company implements appropriate management control and guidance of its affiliated companies.

(Matters concerning employees who are requested by corporate auditors to assist them in their duties and matters related to ensuring the effectiveness of instructions given by corporate auditors to such employees)

The Company discusses with the auditor the number of employees, system, independence, and other matters, and takes the necessary measures in the event that a corporate auditor requests the placement of an employee to assist him or her. The authority to issue instructions and orders to the relevant employee shall belong to the corporate auditor. For the purpose of ensuring proper performance of duties, prior consultation with the auditor shall also be conducted regarding personnel matters.

(System for Directors and Employees to Report to Corporate Auditors and Other Reporting Systems Related to Reporting to Corporate Auditors)

The Company's officers and employees are required to report the following matters to the corporate auditors without delay. The Company prohibits any disadvantageous treatment of any officer or employee who makes a report to the Corporate Auditors on the basis of such report.

- (1) Matters that may cause significant damage to the Company
- (2) Matters related to violations of laws and regulations, violations of the Articles of Incorporation, or financial matters that may have a material impact on the Company
- (3) Details of announcements of business results and forecasts of business results, and contents of material disclosure documents
- (4) Significant accounting policies, accounting standards, and changes thereof
- (5) Status of internal audits
- (6) Review of important internal approval documents, contract documents, and minutes of meetings by the corporate auditors
- (7) Operation of the internal reporting system and details of reports

(System to Ensure the Effective Implementation of Audits by Corporate Auditors)

Corporate auditors audit the execution of duties by directors and exchange opinions with representative directors, accounting auditors, and internal auditors on a regular basis and as

necessary in accordance with "The regulations governing the board of the corporate auditors" and the "Audits standards for corporate auditors".

For this purpose, Corporate Auditors are allowed to attend meetings of the Board of Directors and other important meetings, and to receive advice on audit work from outside experts as necessary.

(Matters concerning the policy for the treatment of expenses or liabilities incurred in the execution of duties by Corporate Auditors, including procedures for prepayment or reimbursement of expenses incurred in the execution of their duties)

The Company promptly reimburses the auditor for such expenses, except in cases where such expenses are deemed not necessary for the performance of his/her duties when a corporate auditor makes a request for expenses incurred in the performance of his/her duties.

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

(Basic Policy toward Elimination of Antisocial Forces)

Our basic policy is to have no relationship with antisocial forces, groups, or individuals, and not to accept any unreasonable or illegal demands.

In addition, the Company makes efforts to collect information from relevant administrative agencies, etc. on a routine basis and maintains close contact with relevant administrative agencies and legal experts in the event of an incident, thereby establishing a system that enables the entire organization to promptly respond to such incidents.

(Status of Maintenance for Elimination of Antisocial Forces)

The Company has established a manual for conducting investigations to eliminate antisocial forces, and in accordance with the manual, all new and continuing business partners are checked for the presence or absence of antisocial forces, and in the course of transactions, a basic transaction agreement or individual memorandum of understanding is concluded to the effect that the Company will not engage in transactions with antisocial forces. In addition, the Company has established a manual for dealing with antisocial forces, which documents how to respond to actual cases of unjustified demands, etc., in line with specific examples, and is working to educate the Group's officers and employees.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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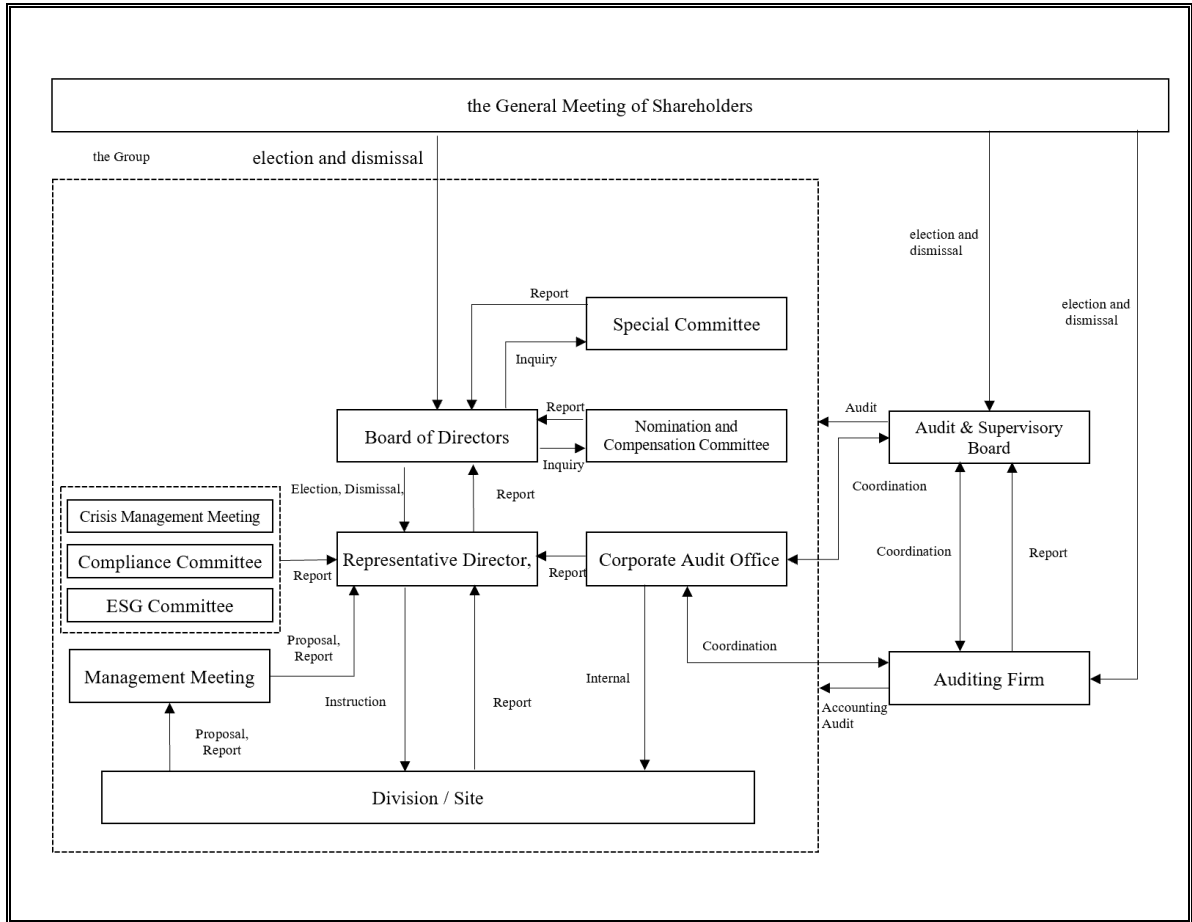
Supplementary Explanation for Applicable Items

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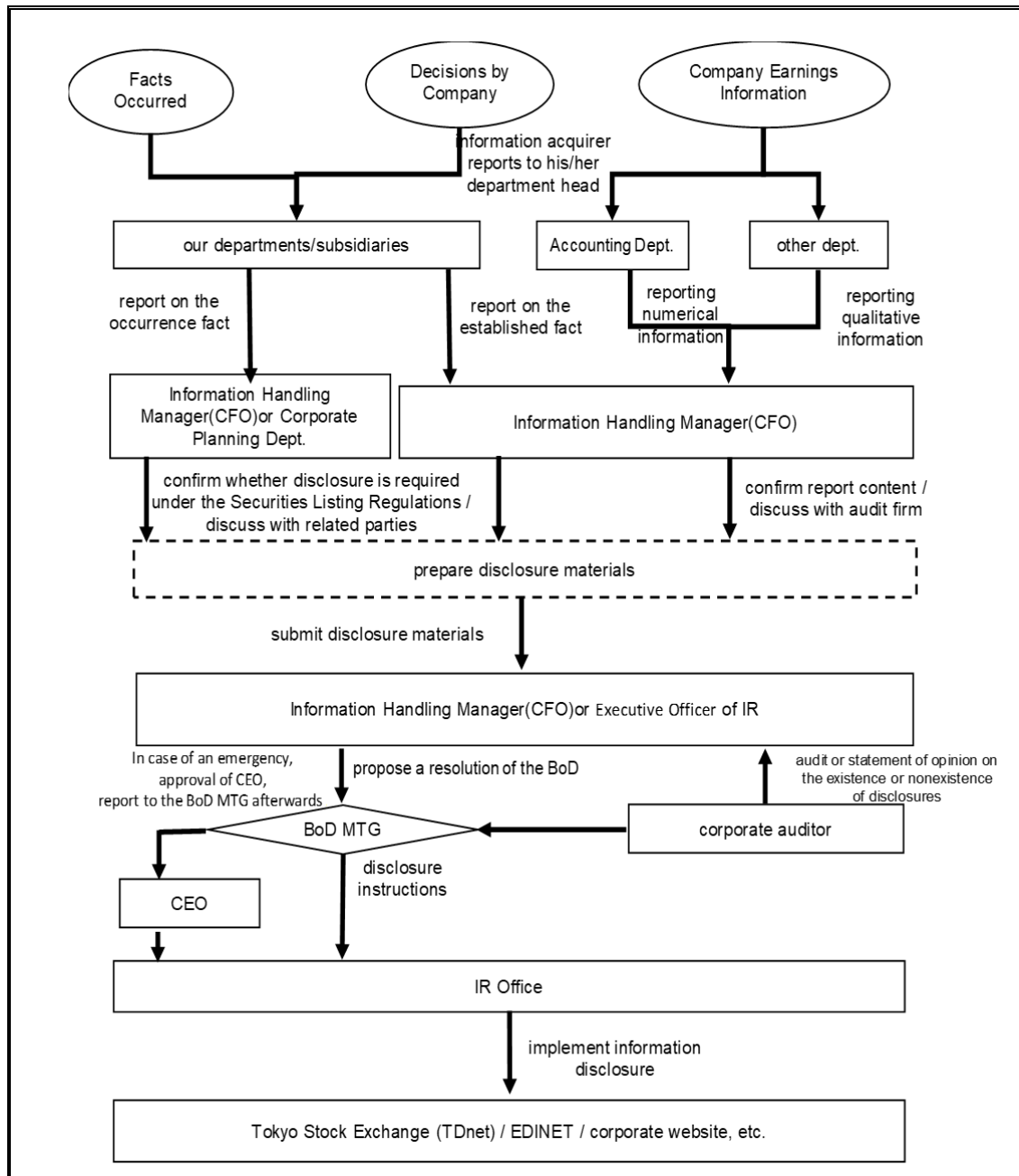
2. Other Matters Concerning the Corporate Governance System

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Schematic Diagram (Reference Material)



Outline of Timely Disclosure System (Schematic Diagram)



The above is a translation of the original Japanese-language document.