

Initiatives for Governance

Corporate Governance

Background and Experience of Directors (As of June 23, 2021)

	Age	Length of service as Director (years)	Planning/project management	Finance/accounting	Materials business	Machinery business	Electric power business	Technical development/manufacturing/facility technology	Overseas business	Legal/risk management	Insights into other industry sectors	Attendance at Board of Directors meetings (fiscal 2020)	Attendance at Audit & Supervisory Committee meetings (fiscal 2020)
Mitsugu Yamaguchi President, CEO and Representative Director	63	5	○	○	○	○	○		○	○		15 of 15 (100%)	—
Fusaki Koshiishi Executive Vice President and Representative Director	61	6	○		○			○				15 of 15 (100%)	—
Koichiro Shibata Executive Vice President and Representative Director	62	3	○		○			○				15 of 15 (100%)	—
Yoshihiko Katsukawa Director, Executive Officer	59	3	○	○		○	○			○		15 of 15 (100%)	—
Hajime Nagara Director, Executive Officer	59	1	○		○				○	○		11 of 11 (100%)	—
Takao Kitabata Independent Director	71	11								○	○	15 of 15 (100%)	—
Hiroyuki Bamba Independent Director	67	4	○					○			○	15 of 15 (100%)	—
Yumiko Ito Independent Director	62	2								○	○	14 of 15 (93%)	—
Hiroshi Ishikawa Director, Audit & Supervisory Committee Member	63	3	○			○			○			15 of 15 (100%)	17 of 17 (100%)
Yasushi Tsushima Director, Audit & Supervisory Committee Member	61	3	○	○	○	○	○					15 of 15 (100%)	17 of 17 (100%)
Yoshiiku Miyata Independent Director, Audit & Supervisory Committee Member	68	5	○						○		○	15 of 15 (100%)	17 of 17 (100%)
Masaaki Kono Independent Director, Audit & Supervisory Committee Member	64	1	○	○							○	11 of 11 (100%)	11 of 11 (100%)
Kunio Miura Independent Director, Audit & Supervisory Committee Member	68	1								○	○	11 of 11 (100%)	11 of 11 (100%)

Note: The Board of Directors and the Audit & Supervisory Committee have met 11 times each since June 24, 2020, when Directors Hajime Nagara, Masaaki Kono, and Kunio Miura assumed the post of Director.

Evaluation of the Board of Directors

The Company's Board of Directors evaluated its effectiveness by conducting a survey targeting all 16 Directors who served in fiscal 2020. Based on the aggregated results of the survey and interviews, the Corporate Governance Committee submitted to the Board of Directors an initial

evaluation and recommendations for improvements. The Board of Directors then reviewed the evaluation results and analyzed current issues and deliberated future initiatives for improving effectiveness.