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Corporate Governance Report

Last Update: April 1, 2022

PRESS KOGYO CO., LTD.

President & CEO, Tetsushi Mino

Contact: General Manager, Takanori Sasaoka

Securities Code: 7246

<https://www.presskogyo.co.jp/en/>

The corporate governance of PRESS KOGYO CO., LTD. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

The Company is committed to enhancing corporate governance on an ongoing basis for the purpose of seeking sustainable growth and increased corporate value over the mid- to long-term, based on the Press Kogyo Group’s “Vision / Mission / Values”.

Press Kogyo Group “Vision / Mission / Values”

■ Vision (What we strive to be)

With pride and self-belief, we will continue to grow together with our stakeholders as a positive presence in our society.

For development of automotive and construction/industrial machinery parts, Press Kogyo Group has the full range of capabilities as follows:

- Development/design
- Analysis
- Experiments
- Manufacturing
- Quality assurance
- Design/manufacturing of tools, jigs and equipment

We continue to look toward the future and will grow with confidence and pride. This spirit comes from our history of overcoming challenges and from the refinement of our expertise to better serve society.

■ **Mission** (Promise to society and reason for being)

Through empathy and harmony with society, our “Monozukuri” (manufacturing) will continue to be a force that better serves people, automobiles and machines.

■ **Values** – Codes of conduct for realizing our vision and mission –

◇ **Safety, Security and Compliance**

Safety, security and compliance form the basis of our actions. We uphold these values honorably and responsibly for all of our stakeholders.

◇ **Integrity and Effort**

People are the foundation of our business.

Our greatest fundamental and most important belief is trust which is gained through integrity and persistent effort.

◇ **Power to carry through**

We act upon and accomplish our goals with a commitment to make it happen.

◇ **Creativity**

We question the status quo with curiosity and a will to find and try new solutions. We enjoy the journey of creating the future.

◇ **Diversity**

We honor and embrace the uniqueness of everyone’s ideas and thoughts, and collaborate together.

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

[Principle 1.4]

While the Company holds strategic-shareholdings, it verifies the propriety of holding individual strategic-shareholdings and considers reducing them as needed.

The Company holds shares of strategic-shareholdings based on Article 6 of the Company’s Corporate Governance Guidelines and exercises voting rights regarding shares held by strategic-shareholdings based on Article 7 of the same Guidelines.

Although, the Company held 10 stocks of strategic shareholdings as of the end of March 2021, it has reduced 1(one) stock and holds 9(nine) stocks at the current time.

Article 6 (Policy on Strategic–Shareholdings)

1. The Company shall hold shares by strategic-shareholdings when it judges in a comprehensive manner that this contributes to improving corporate value over the mid- to long-term for the purpose of facilitating business transactions and strengthening business relationships.
2. The Company shall confirm the objective and the like for and verify the propriety of holding individual strategic-shareholdings upon verification of the economic rationality and future prospects thereof over the mid- to long-term at meetings of the Board of Directors, on an annual basis.
3. The Board of Directors shall disclose an overview of the results of verifications of the propriety of shareholdings in a timely and appropriate manner.

Article 7 (Standards for Exercising Voting Rights regarding Shares Held by Strategic–shareholdings)

The Company, when it exercises voting rights regarding shares held by strategic-shareholdings, shall determine whether or not to approve matters to be resolved after careful examination, taking into consideration whether such matters contribute to improving shareholder value or whether such matters do not impair shareholder value in a significant way.

[Supplementary Principle 4.2.1]

At the current time, the Company has not introduced mid- to long-term performance-based compensation or share-based compensation.

However, all of the Company's Executive Directors have purchased shares in the Company through Press Kogyo Officers' Shareholdings. This gives them a common interest with all shareholders, providing an incentive to conduct business in a way that is conscious of the Company's share price and to improve corporate value.

[Disclosure Based on the Principles of the Corporate Governance Code]

The Company formulated "Corporate Governance Guidelines," which provides for the Company's concept and system of corporate governance, progress of the establishment thereof and operating policies therefor, etc.

"Corporate Governance Guidelines" can be seen on the Company's website.

(<https://www.presskogyo.co.jp/en/>)

[Principle 1.7]

It is disclosed in Article 8 of the Company's Corporate Governance Guidelines.

Article 8 (Related Party Transactions)

When the Company engages in transactions with an Officer or principal shareholders, etc. (i.e., related party transactions), in order to ensure that such transactions do not harm the common interests of its shareholders, the Company shall confirm the contents of such transactions and obtain the Board of Directors' approval thereof before engaging in such transactions as well as report the results of such transactions.

[Supplementary Principle 2.4.1]

It is disclosed in Article 11 of the Company's Corporate Governance Guidelines.

Article 11 (Ensuring Diversity)

The Company shall endeavor to develop a workplace environment that enables a diverse workforce to play an active role to the fullest extent regardless of their nationality, gender or whether they are hired as new graduates or mid-career employees. To that end, the Company shall respect individual standpoints and views irrespective of national origin, gender, or creed, and also abide by the Labor Standards Act, the Child Care and Family Care Leave Act, the Act of Promotion of Women's Participation and Advancement in the Workplace, and other such laws and regulations.

Ensuring Diversity of core human resources are as follows:

1. Approach to Ensuring Diversity

The Company respects each individual's standpoint and views, regardless of his/her nationality, gender or belief, and complies with the Labor Standards Act, the Child Care and Family Care Leave Act, the Act on Promotion of Female Participation and Career Advancement in the Workplace, and other relevant laws and

regulations. The Company has been striving to create an employee-friendly workplace environment where employees with diverse backgrounds can utilize their abilities to the maximum extent, regardless of their nationality, gender or whether they are hired as new graduates or mid-career employees.

2. Voluntary and Measurable Target for Ensuring Diversity and Current Status

The Company actively recruits female employees. Since April 2018, the Company has been working towards the goal of increasing the percentage of female employees in career track positions and clerical positions to 20 percent. Such goal is included in the Company's five-year action plan.

As of April 1, 2021, the Company has one female director, one female executive officer and female manager(s).

The Company employs foreign nationals as needed based on its overseas business expansion. As of April 1, 2021, the Company has one foreign national fellow (executive position) and foreign national manager(s). In the Group's overseas subsidiaries, many foreign nationals are working as officers and managers.

The Company hires as needed mid-career employees who are immediately ready to take on work. As of April 1, 2021, there are more than 30 mid-career employees who are working as executive officers and managers.

When conducting performance evaluation or promoting employees to the position of officer or manager, the Company fairly evaluates the employees' abilities, knowledge and personality, regardless of their nationality, gender or whether they are hired as new graduates or mid-career employees.

3. Policies on Human Resources Development and Improvement of Office Environment to Ensure Diversity, and Status of Implementation

The Company has been striving to develop human resources (through a position-based education system, support for acquisition of qualifications, etc.) and improve its office environment (through development and enhancement of various internal systems, improvement of workplace environment, health and productivity management, etc.), focusing on the following three pillars, so as to enable every employee to utilize their abilities, regardless of their nationality, gender or whether they are hired as new graduates or mid-career employees. The Company has been trying to make improvements every year.

1) Working style innovation (every employee tries to develop ways to increase productivity and results per hour)

2) Diverse employees using their skills effectively (using strengths in work regardless of gender or age)

3) Improved support systems (we support flexible ways of working for people who are rearing a child or giving nursing care)

[Principle 2.6]

The Company offers retirement benefit plans in the form of defined contribution pension plans and contract-type defined benefit corporate pension plans.

Regarding defined contribution pension plans, the Company provides employees with explanations of said system, educational opportunities related to the asset management, and the like.

Regarding contract-type defined benefit corporate pension plans, as the asset owner, the Company has established a strategic asset mix that takes into consideration risk and return in order to provide stable benefits to corporate pension fund recipients into the future.

Also, the situation regarding the management of plan assets is regularly monitored and if necessary, the Pension Plan Asset Management Committee will change the strategic asset mix and pick or change products under management in accordance with the Fundamental Pension Plan Asset Management Policy. Results of the management of plan assets are disclosed to employees.

Furthermore, the management of plan assets is entrusted to multiple plan trustees. The selection of individual investment destinations and exercise of voting rights is left entirely up to each trustee which ensures there are no conflicts of interest between corporate pension fund recipients and the Company.

[Principle 3.1]

(i) It is disclosed in the “materials for Financial Statement briefings” on the Company’s website and Article 1 of the Company’s Corporate Governance Guidelines.

(<https://www.presskogyo.co.jp/en/>)

Article 1 (Basic Concept of Corporate Governance)

The Company is committed to enhancing corporate governance on an ongoing basis for the purpose of seeking sustainable growth and increased corporate value over the mid- to long-term, based on the Press Kogyo Group’s “Vision / Mission / Values”

(ii) It is disclosed in Article 1 of the Company’s Corporate Governance Guidelines.

(iii) It is disclosed in Articles 28 and Schedule 3 of the Company’s Corporate Governance Guidelines, and “ II .1.[Director Remuneration] Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods” of the Corporate Governance Report.

Article 28 (Remuneration, etc., for Directors)

The Company shall be determined the remuneration, etc., for Directors, based on Policy for Determining Directors’ Remuneration, etc. provided for in Schedule 3.

Schedule 3 : Policy for Determining Directors’ Remuneration, etc.

<Matters pertaining to policy regarding the determination of Officer remuneration, etc. and its calculation method>

The Company will determine the policy for remuneration, etc. for Executive Directors, Non-executive Directors and Directors who are Audit & Supervisory Committee Members as follows.

Directors’ (excluding Directors who are Audit & Supervisory Committee Members) remuneration, etc. is determined upon ensuring objectivity and transparency through deliberation with the Nomination & Remuneration Committee, in which majority of the members are External Directors, and opinions from the Audit & Supervisory Committee each fiscal year.

< Remuneration, etc., for Executive Directors >

1. Remuneration, etc., for executive directors, from among the Company’s Directors (excluding Directors Who Are Audit & Supervisory Committee Members), shall be determined taking into consideration the ratio of fixed compensation and performance-based compensation (bonuses for Officers, etc.), as well as the appropriate ratio of cash compensation and share-based compensation.
2. The allocation of remuneration, etc., for individual executive directors is entrusted to Representative Director, President by the Board of Directors and determined within the limits of the aggregate amount resolved at the Shareholders’ meetings.

<Remuneration, etc., for Non-executive Directors>

1. Remuneration, etc., for non-executive directors who will advise and supervise the management of the Company from an independent standpoint shall only be fixed compensation from the viewpoint of securing independence.

2. The allocation of remuneration, etc., for individual non-executive directors is entrusted to Representative Director, President by the Board of Directors and determined within the limits of the aggregate amount resolved at the Shareholders' meetings.

<Remuneration, etc., for Directors Who Are Audit & Supervisory Committee Members>

1. Remuneration, etc., for Directors Who Are Audit & Supervisory Committee Members shall only be fixed compensation from the viewpoint of securing the appropriateness of their duties including conducting audits and supervising the execution of business.

2. The allocation of remuneration, etc., for individual Directors Who Are Audit & Supervisory Committee Members shall be determined by consultation of Audit & Supervisory Committee Members, within the limits of the aggregate amount resolved at the Shareholders' meetings.

<Policy regarding the determination of the amount of personal compensation, etc. for fixed compensation>

Fixed compensation is based on the basic compensation decided by position, and is paid monthly upon its resolution within the scope of the remuneration limit of 400 million yen per year for Directors (excluding Directors who are Audit & Supervisory Committee Members) (resolved at the 114th Annual Shareholders' Meeting held on June 29, 2016), and 60 million yen per year for Directors who are Audit & Supervisory Committee Members (resolved at the 114th Annual Shareholders' Meeting held on June 29, 2016).

<Policy regarding the determination of the calculation method for performance-based compensation, etc., and policy regarding the determination of the amount of their personal compensation, etc. for performance-based compensation>

The payment of bonuses for Officers as performance-based compensation for executive directors is considered each fiscal year, and if it is paid, the Company will decide the details of the proposal (eligible Directors, total amount of bonuses for Officers, etc.) for the Annual Shareholders' Meeting at a meeting of the Board of Directors.

Bonuses for Officers are decided at each Annual Shareholders' Meeting in a separate frame from the remuneration limit of 400 million yen per year for Directors (excluding Directors who are Audit & Supervisory Committee Members) (resolved at the 114th Annual Shareholders' Meeting held on June 29, 2016).

The total amount of bonuses for Officers takes performance and other factors for each fiscal year into consideration. However, the main reference indicators pertaining to bonuses for Officers include profit attributable to owners of parent and annual dividends per share. Furthermore, bonuses will be paid to eligible Directors upon consideration of position and personal level of contribution.

The Company has not introduced mid- to long-term performance-based compensation or share-based compensation, but all Executive Directors purchase shares in the Company through Press Kogyo Officers' Shareholdings. This gives them a common interest with all shareholders, providing an incentive to conduct business in a way that is conscious of the Company's share price and to improve corporate value.

(iv) It is disclosed in Articles 18 and 19 of the Company's Corporate Governance Guidelines.

Article 18 (Qualifications for and Designation Procedures for Directors)

1. A Director should be a person with superior character, knowledge, ability and sufficient experience as well as high ethical standards.
2. A Director shall serve concurrently as a director, audit & supervisory committee member or Executive Officer in no more than five (5) listed companies including the Company in order to perform his/her duties in the Company in an appropriate manner.
3. Candidates for Director shall be determined at the meeting of the Board of Directors, taking into consideration the standards provided for in Paragraphs 1 and 2 of this Article. Candidates for Directors Who Are Audit & Supervisory Committee Members shall be determined upon agreement of the Audit & Supervisory Committee.
4. The Board of Directors shall disclose reasons for election of individual Director Candidates.

Article 19 (Criteria and Procedures for Dismissing Directors)

1. In cases where a Director of the Company has committed actions that violate public order and standards of decency, is having difficulty continuing their duties due to health reasons, has significantly damaged corporate value due to negligence in their duties, or does not meet the criteria stipulated in Paragraphs 1 and 2 of Article 18, the Board of Directors shall, following considerations, decide whether to propose a resolution for dismissing said Director to the Shareholders' meeting.
2. The Board of Directors shall disclose reasons for dismissing a Director.

(v) It is disclosed in Schedule, "Reasons for Election of Directors and Significant Concurrent Positions outside the Company (as of June 29, 2021)" of the Corporate Governance Report. Reasons for appointments are stated in reference documents for the notice of the Annual shareholders' meeting. In cases involving dismissals, the reasons for the dismissal shall be disclosed.

[Supplementary Principle 3.1.3]

It is disclosed in Article 10 of the Company's Corporate Governance Guidelines.

Article 10 (Dealing with Sustainability Issues)

With the recognition that dealing with sustainability issues (mid- to long-term sustainability including ESG elements), is an important element of management issue, the Board of Directors will take positive and proactive measures from the perspective of enhancing the Company's corporate value over the mid- to long-term.

Dealing with Sustainability Issues are as follows:

(Basic Approach to Sustainability and Status of Implementation)

In its "Vision/Mission/Values," the Group has set the following principles: "continue to grow together with our stakeholders" and "through empathy and harmony with society, our 'Monozukuri' (manufacturing) will continue to be a force that better serves people, automobiles and machines," and has committed to continuously increasing its corporate value. To realize these principles, the Group will share its values and proactively address sustainability issues, including social, environmental and governance matters. In the current medium-term business plan, the Board of Directors has identified ESG issues to cope with, along with the Company's business strategies, and has decided to give particular priority to addressing issues of climate change.

In addition, on October 1, 2021, the Company established the CN (carbon neutrality) Promotion Committee to implement and manage measures to achieve the CO2 emission reduction target across the Company. At the same time, the Company has launched a TCFD project, and preparations are underway to disclose information based on the TCFD and other frameworks towards the end of June 2022.

The details of the Group's current medium-term business plan and ESG initiatives are available on our website at the following links.

(https://www.presskogyo.co.jp/en/ir/management/medium_term.html)

(<https://www.presskogyo.co.jp/en/esg/>)

(Investment in Human Capital and Intellectual Property)

- Human capital

People are at the heart of the Group's business, and trust with all stakeholders nurtured through integrity and hard work is a great asset of the Group. We regard investment in human resources as an important management issue, and we are working to expand diversity of human resources and work styles as well as training opportunities under the current medium-term business plan based on the three pillars: "working style innovation," "diverse employees using their skills effectively" and "improved support system."

From a mid- to long-term perspective, the Company has developed and is improving a variety of education systems, including a position-based education system and education to cultivate expertise and promote practices for non-engineers, as well as skills training, 5S training and safety training for engineers.

We also have the Press Kogyo Training School (established in 1939) inside the Company to pass down Monozukuri (manufacturing) skills and develop core personnel who will lead the future of manufacturing. In addition, we are actively and systematically working to improve the work environment mainly at our manufacturing plants and make investments to promote the creation of safe and secure workplace.

The details of the Group's initiatives for human capital development are available on our website at the following link.

(<https://www.presskogyo.co.jp/en/esg/>)

- Intellectual property

The Group has a development system integrating R&D, industrial machinery and production technology, and has been engaging in the design and development of core products (chassis frames, axles and cabins for construction machinery), development and manufacturing of production equipment, and research and development of elemental technologies.

We have been promoting development based on laws and regulations and market and customer needs. For example, in the automobile-related business, we have been developing lighter, stronger and multifunctional products. In the construction machinery-related business, we have been pursuing improved visibility and new functions.

In addition, we have been working to enhance competitiveness and further advance and deepen monozukuri, including the development of new technologies and new methods for practical application, automation and labor-saving aimed at improved productivity, and the use of digital technologies for productivity and quality assurance, which we have reflected in the current medium-term business plan. Knowledge and know-how accumulated through R&D and technology development are the source of the Group's competitiveness, and we will continue to actively invest resources in development projects and appropriately manage and utilize them.

The details of the Group's technology and development are available on our website at the following link. (<https://www.presskogyo.co.jp/en/technology/>)

[Supplementary Principle 4.1.1]

It is disclosed in Article 13 of the Company's Corporate Governance Guidelines.

Article 13 (Responsibilities of the Board of Directors)

Article 13 (Responsibilities of the Board of Directors)

1. Given its fiduciary responsibility to shareholders, the Board of Directors shall establish efficient and effective corporate governance and be responsible for promoting sustainable growth and the increase of corporate value over the mid- to long-term.
2. The Board of Directors shall secure fairness and transparency of its management by exercising its supervisory function regarding management as well as make the best decisions for the Company through constructive discussions with respect to business strategies and business plans, designation of senior management and remuneration decisions for senior management, organization of the internal control system and decisions on the execution of important business.

[Principle 4.9]

It is disclosed in Article 24 and Schedule 1 of the Company's Corporate Governance Guidelines, and "II.1.[Independent Officers] Matters relating to Independent Officers" of the Corporate Governance Report.

Article 24 (Standards for Electing Independent External Directors)

The Company shall elect External Directors independent from the senior management, controlling shareholders, etc., according to Standards for Electing Independent External Directors provided for in Schedule 1 based on independence standards stipulated by the Financial Instruments Exchange.

Schedule 1 : Standards for Electing Independent External Directors

Article 1 (Purpose)

The Standards define the standards for electing External Directors independent from the senior management, controlling shareholders, etc., for the purpose of strengthening and enhancing the Company's corporate governance system.

Article 2 (Standards for Independence)

A person who falls under any of the paragraphs below shall not have independency:

1. An executing person (executive director, Executive Officer and equivalents to each of the foregoing, and employee; the same hereinafter) of the Press Kogyo Group
2. An executing person of any company, etc., who falls under any of the subparagraphs:
 - (1) Major business partner of the Press Kogyo Group

If its transaction amount with the Press Kogyo Group for any business year in the latest three (3) fiscal years exceeds 2% of the Company's or the transaction counterparty's consolidated sales amount, provided that, major business partners include all companies which belong to the

Association for Business Partner Cooperation of the Company, regardless of the size of the transaction amount

(2) Major lender of the Press Kogyo Group

If the outstanding debt of the Press Kogyo Group at the end of any business year in the latest three (3) fiscal years exceeds 2% of the Group's or lenders' total consolidated assets amount

(3) Major shareholder of the Company

If it is ranked in the top 10 with respect to shareholdings for any business year in the latest three (3) fiscal years

3. A person who belongs to any audit firm that acts as the Press Kogyo Group's Accounting Auditor

4. A consultant or accounting or legal specialist who receives a substantial amount of money or any other property (i.e., an average payment of JPY 10 million or more in the latest three (3) fiscal years) in addition to compensation to be paid to Officers from the Press Kogyo Group (if an entity including a corporation and association receives such money or property, a person who belongs to such entity)

5. An executing person of any managing securities company of the Press Kogyo Group

6. An executing person of any cross-shareholding company of the Press Kogyo Group

7. When an executing person of the Press Kogyo Group currently assumes or assumed any time in the latest three (3) years the office of external officer in any other company, the executing person of such company

8. A person who fell under any of Paragraphs 2 through 6 above any time in the latest three (3) years

9. A relative within the second degree of relationship of a person who falls under any of Paragraphs 1 through 7 above

10. Notwithstanding Paragraphs 1 through 9 above, a person who is considered to have a special reason for which his/her conflict-of-interest relationship between the Company and general shareholders may be formed.

Article 3 (Organization in Charge of Improvement or Elimination)

The improvement or elimination of the Standards shall be drafted by the department in charge of IR (General Affairs Dept). and determined at the meeting of the Board of Directors.

[Supplementary Principle 4.10.1]

It is disclosed in Article 17 of the Company's Corporate Governance Guidelines.

Article 17 (Nomination & Remuneration Committee)

1. The Company shall establish the Nomination & Remuneration Committee as a voluntary advisory committee to strengthen transparency and objectivity regarding the decision process of the nomination and remuneration for Directors.

2. The Nomination & Remuneration Committee shall deliberate the consultations determined by the Board of Directors and submit the proposals to the Board of Directors.

3. The majority of the Nomination & Remuneration Committee Members shall be External Directors.

The concept, authority, role, etc. regarding the independence of the composition of the Nomination and Remuneration Committee are as follows:

The Company has the Nomination & Remuneration Committee as a voluntary advisory committee for the Board of Directors to strengthen transparency and objectivity regarding the decision process of the nomination and remuneration for Directors, and to further enhance corporate governance.

The Committee deliberates the following consultations determined by the Board of Directors and submits the proposals to the Board of Directors.

- (1) Fundamental policy on nomination including succession plan and remuneration of Directors.
- (2) Draft of proposals for the election and dismissal of Directors to be submitted to the Shareholders' meeting.
- (3) Proposals for election and dismissal of Representative Directors and Executive Directors to be submitted to the Board of Directors.
- (4) Draft of proposals for the remuneration of Directors to be submitted to the Shareholders' meeting.
- (5) Other consultations determined by the Board of Directors.

The Committee consists of seven (7) Directors (which includes four (4) External Directors), Tetsushi Mino (Chairman), Satoru Murayama, Noboru Masuda, Yasuo Yamane (External Director), Osamu Nakagawa(External Director), Kenji Furusato(External Director) and Tomoko Ando(External Director) .

[Supplementary Principle 4.11.1]

It is disclosed in Article 14 of the Company's Corporate Governance Guidelines.

“Skill Matrix of Directors” is available on our website at the following link or the end of the Corporate Governance Report.

(<https://www.presskogyo.co.jp/en/esg/governance.html>)

Article 14 (Makeup of the Board of Directors)

1. The Company shall have no more than nine (9) Directors (excluding Directors Who Are Audit & Supervisory Committee Members) and no more than five (5) Directors Who Are Audit & Supervisory Committee Members, in order to ensure effective operation and active discussion.
2. The Company shall take into consideration the diversified makeup of the Board of Directors, including gender, age, nationality, Internationality, skill, whether the Directors have the knowledge and experience necessary for the Company's management and business activities, and whether the Directors are internal or external.
3. At least one (1) of the Directors Who Are Audit & Supervisory Committee Member must have appropriate knowledge on finance and accounting.

[Supplementary Principle 4.11.2]

It is disclosed in Article 18 and Schedule, “Reasons for Election of Directors and Significant Concurrent Positions (as of June29, 2021) outside the Company ” of the Corporate Governance Report.

Article 18 (Qualifications for and Designation Procedures for Directors)

1. A Director should be a person with superior character, knowledge, ability and sufficient experience as well as high ethical standards.

2. A Director shall serve concurrently as a director, audit & supervisory committee member or Executive Officer in no more than five (5) listed companies including the Company in order to perform his/her duties in the Company in an appropriate manner.
3. Candidates for Director shall be determined at the meeting of the Board of Directors, taking into consideration the standards provided for in Paragraphs 1 and 2 of this Article. Candidates for Directors Who Are Audit & Supervisory Committee Members shall be determined upon agreement of the Audit & Supervisory Committee.
4. The Board of Directors shall disclose reasons for election of individual Director Candidates.

[Supplementary Principle 4.11.3]

It is disclosed in Article 22 and “Effectiveness of the Company’s Board of Directors – Summary of Evaluation Results for Fiscal 2020” described as below.

Article 22 (Evaluation of Board of Directors Effectiveness)

1. Directors shall evaluate the effectiveness of the Board of Directors on an annual basis and submit the results thereof to the Board of Directors. The Board of Directors shall analyze and evaluate the effectiveness of the entire Board of Directors on an annual basis, based on such results by each Director and shall work toward finding solutions and making improvements in that regard, upon establishing issues to be addressed considering results of the aforementioned analysis and evaluation.
2. The Board of Directors shall disclose a summary of the effectiveness evaluation results in a timely and appropriate manner.

Effectiveness of the Company’s Board of Directors - Summary of Evaluation Results for Fiscal 2020

The Company analyzed and evaluated the effectiveness of its Board of Directors in fiscal 2020 to improve the board’s functionality. A summary of those results is provided as follows.

I. Evaluation methodology and schedule

On March 2021, based on the survey prepared by the secretariat of the Board of Directors, all Directors (including Audit & Supervisory Committee Members) conducted self-evaluations. Results of the completed surveys were then reported and discussed at the meeting of the Board of Directors held on April 26, 2021 and June 29, 2021.

The survey focused mainly on the following categories of information.

1. Status of the Board of Directors’ success in addressing issues in fiscal 2020
 - 1. Considering the setting of an objective and important issues about ESG
 - 2. Considering the setting of the corporate vision based on branding
2. Working of managerial issues
3. The supervisory function of the execution of business by Audit & Supervisory Committee Members
4. Information sharing
5. Operation of the Board of Directors
6. Makeup of the Board of Directors
7. Acquisition of knowledge as a director

8. Issues for the Board of Directors to address in fiscal 2021

II. Results of evaluation and analysis of Board of Director effectiveness

After analyzing and evaluating the results of the survey by our board of directors, we have concluded that the Board of Directors operates in a manner that largely ensures its effectiveness. The following issues to address have been identified from the perspective of improving the function of the Board of Directors and ensuring its effectiveness.

1. Initiatives for ESG/SDGs Activities

Setting an action plan about ESG/SDGs

Initiatives for ESG issues, especially addressing climate change

In fiscal 2020, based on the above issues, company will act to ensure that Board of Directors operates more effectively.

[Supplementary Principle 4.14.2]

It is disclosed in Article 27 of the Company's Corporate Governance Guidelines.

Article 27 (Policy on Training for Directors)

1. Newly appointed Directors shall attend seminars on management, finance, internal control, legal affairs, etc., promptly after taking office in order to acquire the necessary knowledge.
2. Newly appointed External Directors shall visit major sites and receive explanations on the Company's business outline, Vision / Mission / Values and management strategy, where necessary, in order to deepen the understanding of the Company and acquire the knowledge necessary for management.
3. Directors shall make a detailed study into, and at all times actively collect information on the Company's financial situation, compliance, corporate governance and other matters, in order to perform their duties.

[Principle 5.1]

It is disclosed in Article 29 and Schedule 2 of the Company's Corporate Governance Guidelines and "IR/Disclosure Policy" on the Company's website.
(<https://www.presskogyo.co.jp/en/>)

Article 29 (Dialogue with Shareholders)

1. The Company shall work to ensure that shareholders' opinions are shared with the entire Board of Directors, ensuring the senior management, including top-level executives, actively hold dialogues with shareholders as well as designating an Officer who is responsible for constructive dialogue with shareholders (Chief IR Officer).
2. The Chief IR Officer shall, as the Officer who is responsible for constructive dialogue with shareholders, from time to time hold dialogues on corporate governance and important management policies with principal shareholders who have investment policy which accords with shareholders' interests over the mid- to long-term and External Directors or Audit & Supervisory Committee Members will participate in such dialogues with such principal shareholders to a reasonable extent, taking into consideration requests from the shareholders and the main focuses of the meetings. When holding such dialogue, it should be ensured that a substantial information gap between shareholders does not arise.
3. The Company shall organize the system that promotes constructive dialogue with shareholders and make efforts to promote the same, based on fundamental IR policy provided for in Schedule 2.

Schedule 2 : Fundamental IR Policy

1. Policy on Constructive Dialogue with Shareholders and Investors

The Company shall also hold constructive dialogue proactively with shareholders and investors on occasions other than the Shareholders' meetings for the purpose of seeking sustainable growth and increased corporate value over the mid- to long-term. Through dialogue with shareholders and investors, the Company shall accurately and timely provide information on the Company's management policy, business outline, performance, etc., and explain the same specifically and in a comprehensible way, reflecting their interest and concern.

2. System of IR Activities

The Company shall designate the Officer in charge of general affairs as the Officer who is responsible for all the IR activities (Chief IR Officer) in order to promote constructive dialogue with shareholders and investors. The department in charge of IR (General Affairs Dept.) shall organize a system that enables a smooth response to shareholders and investors, including sharing information with all departments concerned in an intimate way.

3. Efforts with Respect to Enhancement of IR Activities

The Company shall conduct the following activities throughout the year:

- To hold a financial statements briefing (mainly for analysts, institutional investors and mass media)
- To hold a small meeting after the announcement of financial statements
- To issue the Shareholder Newsletters and annual reports
- To hold a field trip to factories
- To respond to management interviews for the mass media
- To provide various release information through the Company's website

In addition to the foregoing, the Company shall hold constructive dialogues with shareholders and investors through many kinds of ways and means, where necessary.

4. Feedback to Management

Opinions, etc., from shareholders and investors at a financial statements briefing, a meeting, etc. shall be reported to the senior management. The Company shall seek increased corporate value, using the same as a reference when it conducts business activities.

5. Dealing with Insider Information

The Company shall present its fundamental policies for information disclosure in "Disclosure Policy." The Company shall refrain from answering questions on a meeting with shareholders and investors and on material facts by setting a quiet period, from the viewpoint of the prevention of the leakage of and the

fairness of material facts including information on financial statements. In a meeting with shareholders and investors, the Company shall only deal with information that has been disclosed through the announcement of financial statements, etc. in principle and shall not refer to undisclosed material facts.

6. Matters Related to Fair Disclosure Rule

The Company complies with the Fair Disclosure Rule based on Article 27-36 of the Financial Instruments and Exchange Act, and provides fair and appropriate information disclosure to shareholders and investors.

When officers of the Company or the department in charge of IR, etc. have disclosed important information (important information yet to be publically disclosed that relates to the running, operations or assets of the Company that may have a significant impact on the investment decisions of investors) to a related party of a transaction, etc. (financial instruments business operator, registered financial institution, credit rating agency, investment corporation, or other party specified by Cabinet Office Ordinance, or an officer of such party, etc.), the Company shall provide public disclosure of the pertinent information swiftly by using the Timely Disclosure network (TDnet) provided by the Tokyo Stock Exchange or the Company's website, etc.

7. Organization in Charge of Improvement or Elimination

The improvement or elimination of the Policy shall be drafted by the department in charge of IR (General Affairs Dept.) and put into operation upon a resolution at the meeting of the Board of Directors.

2. Capital Structure

Foreign Shareholding Ratio	From 20% to less than 30%
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[Status of Major Shareholders]

Name / Company Name	Number of Shares Owned	Percentage (%)
THE MASTER TRUST OF JAPAN, LTD. (TRUST ACCOUNT)	13,339,100	12.31
ISUZU MOTORS LTD.	10,151,185	9.36
CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT)	5,151,900	4.75
NIPPON STEEL TRADING CORPORATION	5,020,000	4.63
STATE STREET LONDON CARE OF STATE STREET BANK AND TRUST. BOSTON SSBTC A/C UK LONDON BRANCH CLIENTS- UNITED KINGDOM	3,830,200	3.53
STATE STREET BANK AND TRUST COMPANY 505227	3,442,900	3.18
MARUBENI-ITOCHEU STEEL INC.	3,300,000	3.04
DFA INTL SMALL CAP VALUE PORTFOLIO	2,403,600	2.22
PRESS KOGYO EMPLOYEES' SHAREHOLDINGS	2,399,067	2.21
PRESS KOGYO SUPPLIERS' SHAREHOLDINGS	2,296,711	2.12

Controlling Shareholder (except for Parent Company)	—
Parent Company	None.

Supplementary Explanation

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3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange First Section
Fiscal Year-End	March
Type of Business	Transportation Equipment
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1000
Sales (consolidated) as of the End of the Previous Fiscal Year	From ¥100 billion to less than ¥1 trillion /
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 10 to less than 50 /

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

—

5. Other Special Circumstances which may have 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 in Management

1. Organizational Composition and Operation

Organization Form	Company with Audit & Supervisory Committee
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	14
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President & CEO
Number of Directors	12
Number of External Directors	4
Number of Independent Director	4

External Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*											
		a	b	c	d	e	f	g	h	i	j	k	
	From another company / Lawyer / CPA / Tax Accountant / Academic / Other												
Yasuo Yamane	Academic												
Osamu Nakagawa	CPA												
Kenji Furusato	Lawyer												
Tomoko Ando	From another company												

* Categories for "Relationship with the Company"

* "○" 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;

"▲" when a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiaries

b. Non-executive director or executive of a parent company of the Company

c. Executive of a fellow subsidiary company of the Company

d. A party whose major client or supplier is the Company or an executive thereof

e. Major client or supplier of the Company or an executive thereof

f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/*kansayaku*

g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)

i. Executive of a company, between which and the Company External directors/*kansayaku* are mutually appointed (the director himself/herself only)

j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)

k. Others

External Directors' Relationship with the Company (2)

Name	Membership of Audit & Supervisory Committee	Designation as Independent Officer	Supplementary Explanation of the Relationship	Reasons of Appointment
Yasuo Yamane	○	○	—	Dr. Yamane has a career history that includes Executive and Vice President of a national university, and he possesses extensive specialist knowledge regarding technology and human resource training that he has accumulated over many years as a professor in the faculty of engineering of a national university. Based on such experience and knowledge, the Company has judged that he is able to appropriately advise

				and supervise the management of the Company, and has elected him as an External Director who is an Audit & Supervisory Committee Member. Because Dr. Yamane has no relationship with the Press Kogyo Group other than the election as an External Officer and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Dr. Yamane and general shareholders and has designated him as an Independent Officer.
Osamu Nakagawa	○	○	—	Mr. Nakagawa has served consecutively as partner in an audit corporation and tax accountant corporation and has expert perspective and abundant experience as a certified public accountant and certified tax accountant. Based on such experience and knowledge, the Company has judged that he is able to appropriately advise and supervise the management of the Company, and has elected him as an External Director who is an Audit & Supervisory Committee Member. Because Mr. Nakagawa has no relationship with the Press Kogyo Group other than the election as an External Officer and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Mr. Nakagawa and general shareholders and has designated him as an Independent Officer.
Kenji Furusato	○	○	—	Mr. Furusato has abundant experience in law office and has served consecutively as professor in law school with specialized expertise as a lawyer. Based on such experience and knowledge, the Company has judged that he is able to appropriately advise and supervise the management of the Company, and has elected him as an External Director who is an Audit & Supervisory Committee Member. Because Mr. Furusato has no relationship with the Press Kogyo Group other than the election as an External Officer and satisfies the requirements for independence criteria set by the Tokyo Stock

				Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Mr. Furusato and general shareholders and has designated him as an Independent Officer.
Tomoko Ando	○	○	—	<p>Ms. Tomoko Ando has abundant experience and extensive insights regarding global corporations gained primarily from her experience regarding brand marketing and strategic personnel affairs at a foreign-owned enterprise and while serving as the Executive Vice President. Based on such experience and knowledge, the Company has judged that she is able to appropriately advise and supervise the management of the Company, and has elected her as an External Director who is an Audit & Supervisory Committee member. On June 27, 2019, Ms. Ando was appointed as an Outside Board Director of Kansai Paint Co., Ltd. Although the Company has a business relationship with Kansai Paint Co., Ltd. regarding purchasing paints, the transaction amount in the current fiscal year was very small at less than 0.2% of the Company's consolidated sales amount and less than 0.1% of the consolidated sales amount of Kansai Paint Co., Ltd. Furthermore, although Kansai Paint Co., Ltd. owns the Company's shares, this constitutes an insignificant amount of less than 0.1% of the total number of shares issued by the Company. Accordingly, these facts are deemed not to affect the independence of Ms. Ando. Because Ms. Ando has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Ms. Ando and general shareholders and has designated her as an Independent Officer.</p>

[Audit & Supervisory Committee]

Committee's Composition and Attributes of Chairperson

	All Committee Members	Full-time Members	Internal Directors	External Directors	Chairperson
Audit & Supervisory Committee	5	1	1	4	Internal Director

Appointment of Directors and/or Staff to Support the Audit & Supervisory Committee	Appointed
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Matters Related to the Independence of Such Directors and/or Staff from Executive Directors

Employees who should support duties of the Audit & Supervisory Committee are accordingly assigned thereto (as Audit & Supervisory Committee staff members serving concurrently in other departments), and personnel affairs matters in that regard are determined upon consultation between Representative Directors and the Audit & Supervisory Committee. Directors are not assigned to assist in duties of the Audit & Supervisory Committee.

Moreover, Audit & Supervisory Committee staff members must comply with the Audit & Supervisory Committee's orders and instructions with respect to providing assistance as instructed by the committee.

Cooperation among Audit & Supervisory Committee, Accounting Auditors and Internal Audit Departments

With respect to internal controls, the Internal Control Dept. conducts audits targeted at principle departments and works to increase the effectiveness of internal control, including pointing out and giving guidance on matters to be improved to audited departments in collaboration with the Audit & Supervisory Committee.

With respect to auditing and oversight performed by the Audit & Supervisory Committee, mainly Full-time Audit & Supervisory Committee Members attend important meetings including the meeting of the Board of Directors, and also conduct audits on operations and properties according to the annual audit plan. Audit & Supervisory Committee Members hold meetings with Accounting Auditors on a regular basis, receive reports from them and exchange opinions with them, as well as confirm the appropriateness of the performance of operations by such Accounting Auditors, including witnessing site visits. Audit & Supervisory Committee Members also work to enhance audits, exchanging opinions on matters of significance including the formulation and evaluation of internal control, with the Internal Control Dept.

[Voluntary Establishment of Nomination/Remuneration Committee]

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established
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Committee's Name, Composition, and Attributes of Chairperson

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Nomination & Remuneration Committee	Nomination & Remuneration Committee

All Committee Members	7	7
Full-time Members	0	0
Internal Directors	3	3
External Directors	4	4
External Experts	0	0
Other	0	0
Chairperson	Internal Director	Internal Director

Supplementary Explanation

The Company has the Nomination & Remuneration Committee as a voluntary advisory committee for the Board of Directors to strengthen transparency and objectivity regarding the decision process of the nomination and remuneration for Directors, and to further enhance corporate governance.

The Committee holds three (3) times a year in principle and deliberates the following consultations determined by the Board of Directors and submits the proposals to the Board of Directors.

(1) Fundamental policy on nomination including succession plan and remuneration of Directors.

(2) Draft of proposals for the election and dismissal of Directors to be submitted to the Shareholders' meeting.

(3) Proposals for election and dismissal of Representative Directors and Executive Directors to be submitted to the Board of Directors.

(4) Draft of proposals for the remuneration of Directors to be submitted to the Shareholders' meeting.

(5) Other consultations determined by the Board of Directors.

In FY2021, the Committee held four (4) times.

The Committee consists of seven (7) Directors (which includes four (4) External Directors), Tetsushi Mino (Chairman), Satoru Murayama, Noboru Masuda, Yasuo Yamane (External Director), Osamu Nakagawa(External Director), Kenji Furusato(External Director) and Tomoko Ando(External Director) .

[Independent Officers]

Number of Independent Officers	4
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Matters relating to Independent Officers

The Company has established standards for independence of External Directors as follows.

《Standards for Electing Independent External Directors》

A person who falls under any of the paragraphs below shall not have independency:

1. An executing person (Executive Director, Executive Officer and equivalents to each of the foregoing, and employee; the same hereinafter) of the Press Kogyo Group

2. An executing person of any company, etc., who falls under any of the subparagraphs:

(1) Major business partner of the Press Kogyo Group

If its transaction amount with the Press Kogyo Group for any business year in the latest three (3) fiscal years exceeds 2% of the Company's or the transaction counterparty's consolidated sales amount, provided that, major business partners include all companies which belong to the Association for Business Partner Cooperation of the Company, regardless of the size of the transaction amount

(2) Major lender of the Press Kogyo Group
If the outstanding debt of the Press Kogyo Group at the end of any business year in the latest three (3) fiscal years exceeds 2% of the Group's or lenders' total consolidated assets amount
(3) Major shareholder of the Company
If it is ranked in the top 10 with respect to shareholdings for any business year in the latest three (3) fiscal years
3. A person who belongs to any audit firm that acts as the Press Kogyo Group's Accounting Auditor
4. A consultant or accounting or legal specialist who receives a substantial amount of money or any other property (i.e., an average payment of JPY 10 million or more in the latest three (3) fiscal years) in addition to compensation to be paid to Officers from the Press Kogyo Group (if an entity including a corporation and association receives such money or property, a person who belongs to such entity)
5. An executing person of any managing securities company of the Press Kogyo Group
6. An executing person of any cross-shareholding company of the Press Kogyo Group
7. When an executing person of the Press Kogyo Group currently assumes or assumed any time in the latest three (3) years the office of external officer in any other company, the executing person of such company
8. A person who fell under any of Paragraphs 2 through 6 above any time in the latest three (3) years
9. A relative within the second degree of relationship of a person who falls under any of Paragraphs 1 through 7 above
10. Notwithstanding Paragraphs 1 through 9 above, a person who is considered to have a special reason for which his/her conflict-of-interest relationship between the Company and general shareholders may be formed.

[Incentives]

Incentive Policies for Directors	None
Supplementary Explanation	
Performance-based compensation is paid as part of the bonuses for Officers.	
Recipients of Stock Options	None
Supplementary Explanation	
—	

[Director Remuneration]

Disclosure of Individual Directors' Remuneration	No Individual Disclosure
Supplementary Explanation	
The total remuneration of the director is 333 million yen. (fiscal 2020)	

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

It is disclosed in Article 28 and Schedule 3 of the Company's Corporate Governance Guidelines, and " I .[Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information] Disclosure Based on the Principles of the Corporate Governance Code" of the Corporate Governance Report.

Article 28 (Remuneration, etc., for Directors)

The Company shall be determined the remuneration, etc., for Directors, based on Policy for Determining Directors' Remuneration, etc. provided for in Schedule 3.

Schedule 3 : Policy for Determining Directors' Remuneration, etc.

<Matters pertaining to policy regarding the determination of Officer remuneration, etc. and its calculation method>

The Company will determine the policy for remuneration, etc. for Executive Directors, Non-executive Directors and Directors who are Audit & Supervisory Committee Members as follows.

Directors' (excluding Directors who are Audit & Supervisory Committee Members) remuneration, etc. is determined upon ensuring objectivity and transparency through deliberation with the Nomination & Remuneration Committee, in which majority of the members are External Directors, and opinions from the Audit & Supervisory Committee each fiscal year.

< Remuneration, etc., for Executive Directors >

1. Remuneration, etc., for executive directors, from among the Company's Directors (excluding Directors Who Are Audit & Supervisory Committee Members), shall be determined taking into consideration the ratio of fixed compensation and performance-based compensation (bonuses for Officers, etc.), as well as the appropriate ratio of cash compensation and share-based compensation.
2. The allocation of remuneration, etc., for individual executive directors is entrusted to Representative Director, President by the Board of Directors and determined within the limits of the aggregate amount resolved at the Shareholders' meetings.

<Remuneration, etc., for Non-executive Directors>

1. Remuneration, etc., for non-executive directors who will advise and supervise the management of the Company from an independent standpoint shall only be fixed compensation from the viewpoint of securing independence.
2. The allocation of remuneration, etc., for individual non-executive directors is entrusted to Representative Director, President by the Board of Directors and determined within the limits of the aggregate amount resolved at the Shareholders' meetings.

<Remuneration, etc., for Directors Who Are Audit & Supervisory Committee Members>

1. Remuneration, etc., for Directors Who Are Audit & Supervisory Committee Members shall only be fixed compensation from the viewpoint of securing the appropriateness of their duties including conducting audits and supervising the execution of business.
2. The allocation of remuneration, etc., for individual Directors Who Are Audit & Supervisory Committee Members shall be determined by consultation of Audit & Supervisory Committee Members, within the limits of the aggregate amount resolved at the Shareholders' meetings.

<Policy regarding the determination of the amount of personal compensation, etc. for fixed compensation>

Fixed compensation is based on the basic compensation decided by position, and is paid monthly upon its resolution within the scope of the remuneration limit of 400 million yen per year for Directors (excluding Directors who are Audit & Supervisory Committee Members) (resolved at the 114th Annual Shareholders' Meeting held on June 29, 2016), and 60 million yen per year for Directors who are Audit & Supervisory Committee Members (resolved at the 114th Annual Shareholders' Meeting held on June 29, 2016).

<Policy regarding the determination of the calculation method for performance-based compensation, etc., and policy regarding the determination of the amount of their personal compensation, etc. for performance-based compensation>

The payment of bonuses for Officers as performance-based compensation for executive directors is considered each fiscal year, and if it is paid, the Company will decide the details of the proposal (eligible Directors, total amount of bonuses for Officers, etc.) for the Annual Shareholders' Meeting at a meeting of the Board of Directors.

Bonuses for Officers are decided at each Annual Shareholders' Meeting in a separate frame from the remuneration limit of 400 million yen per year for Directors (excluding Directors who are Audit & Supervisory Committee Members) (resolved at the 114th Annual Shareholders' Meeting held on June 29, 2016).

The total amount of bonuses for Officers takes performance and other factors for each fiscal year into consideration. However, the main reference indicators pertaining to bonuses for Officers include profit attributable to owners of parent and annual dividends per share. Furthermore, bonuses will be paid to eligible Directors upon consideration of position and personal level of contribution.

The Company has not introduced mid- to long-term performance-based compensation or share-based compensation, but all Executive Directors purchase shares in the Company through Press Kogyo Officers' Shareholdings. This gives them a common interest with all shareholders, providing an incentive to conduct business in a way that is conscious of the Company's share price and to improve corporate value.

[Supporting System for External Directors]

The General Manager of the General Affairs Dept. provides support by regularly holding one (1) or more meetings on a monthly basis and distributing information.

[Retired presidents/CEOs holding advisory positions (Advisor, Counselor, etc.)]

Information on retired presidents/CEOs holding advisory positions (Advisor, Counselor, etc.)

Name	Job title/ position	Responsibilities	Working terms and conditions. (Full/part time, with/without compensation, etc.)	Date when former role as president/ CEO ended	Term
-	-	-	-	-	-

Number of retired presidents/CEOs holding advisory positions (Advisor, Counselor, etc.)	0
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Others

- | |
|---|
| <ol style="list-style-type: none"> 1. A provision in the Company's Articles of Incorporation stipulates that "The Board of Directors may make resolutions appointing persons to serve as Advisors or Counselors." 2. A former three (3) Directors (Tenure of one of them: One year starting from June 29, 2021, Tenure of two of them: One year starting from April 1, 2022) are commissioned as a Counselor. Their duties as Counselors involve providing advice regarding their fields of specialization. |
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2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)

The Company is a company with Audit & Supervisory Committee and makes efforts to increase the effectiveness of corporate governance, ensuring the Board of Directors makes important decisions and supervises the execution of operations or promoting efficient management and accelerated execution of operations by introducing the Executive Officer System, as well as enhancing the Internal Auditing System for the purpose of strengthening the functions of the Audit & Supervisory Committee. The operations by, functions of and activities of each organization, etc. are as follows:

1. Executive Officer System

The Company has introduced the Executive Officer System and promotes efficiency and acceleration of management decision-making and execution of operations, separating management functions from operation execution functions as well as ensuring the small size of the Board of Directors.

2. Management Meeting

Management Meeting holds a meeting twice a month in principle and reports and discusses matters of significance with respect to each of departments which such Executive Officer are in charge of, as needed. The Management Meeting consists of eight (8) Directors, Tetsushi Mino (Chairman), Satoru Murayama, Noboru Masuda, Hiroshi Yahara, Takekazu Karaki, Yuki Shimizu, Masahiko Sato, Masanori Sakano (Full-time Audit & Supervisory Committee Member) and fifteen (14) Executive Officers, Hiromichi Tachiiri, Harumasa Nikkawa, Kyoko Okada, Kan Okugakiuchi, Satoshi Kagatsume, Shunsuke Takagi, Toshihiro Ogawa, Tsuyoshi Yamakawa, Masakazu Ito, Hiroshi Shioda, Kazuki Uchida, Hitoshi Kondo, Atsushi Kawamoto, Toshiyuki Harada. Full-time Audit & Supervisory Committee Members attend the Management Meeting and express their opinions, as needed.

3. Board of Directors

The Board of Directors holds a meeting once a month in principle and supervises the execution of operations and makes important decisions. The Board of Directors consists of twelve (12) Directors (which includes four (4) External Directors), Tetsushi Mino (Chairman), Satoru Murayama, Noboru Masuda, Hiroshi Yahara, Takekazu Karaki, Yuki Shimizu, Masahiko Sato, Masanori Sakano (Full-time Audit & Supervisory Committee Member), Yasuo Yamane (External Director, Audit & Supervisory Committee Member), Osamu Nakagawa (External Director, Audit & Supervisory Committee Member), Kenji Furusato (External Director, Audit & Supervisory Committee Member) and Tomoko Ando (External Director, Audit & Supervisory Committee Member).

4. Audit & Supervisory Committee

The Audit & Supervisory Committee holds a meeting once a month in principle and audits and supervises Directors' execution of operations. The Audit & Supervisory Committee consists of five (5) Directors (which includes four (4) External Directors), Masanori Sakano (Chairman, Full-time Audit & Supervisory Committee Member), Yasuo Yamane (External Director), Osamu Nakagawa (External Director), Kenji Furusato (External Director) and Tomoko Ando (External Director).

5. Nomination & Remuneration Committee

The Nomination & Remuneration Committee, as a voluntary advisory committee, holds a meeting three (3) times a year in principle, deliberates the following consultations determined by the Board of Directors and submits the proposals to the Board of Directors.

- (1) Fundamental policy on nomination including succession plan and remuneration of Directors.
- (2) Draft of proposals for the election and dismissal of Directors to be submitted to the Shareholders' meeting.
- (3) Proposals for election and dismissal of Representative Directors and Executive Directors to be submitted to the Board of Directors.
- (4) Draft of proposals for the remuneration of Directors to be submitted to the Shareholders' meeting.
- (5) Other consultations determined by the Board of Directors.

The Committee consists of seven (7) Directors (which includes four (4) External Directors), Tetsushi Mino (Chairman), Satoru Murayama, Noboru Masuda, Yasuo Yamane (External Director), Osamu Nakagawa (External Director), Kenji Furusato (External Director) and Tomoko Ando (External Director).

6. Internal Control System

The Company established the Internal Control Dept. in October 2005 for the purpose of ensuring thorough compliance and strengthening internal control. The Company established the Internal Control Committee consisting of all Directors in May 2006 and is formulating internal control as well as supervising compliance of the execution of operations with laws and regulations and the Company's Articles of Incorporation.

The Internal Control Committee holds a meeting four (4) times a year in principle and consists of twelve (12) Directors (which includes four (4) External Directors), Tetsushi Mino (Chairman), Satoru Murayama, Noboru Masuda, Hiroshi Yahara, Takekazu Karaki, Yuki Shimizu, Masahiko Sato, Masanori Sakano (Full-time Audit & Supervisory Committee Member), Yasuo Yamane (External Director, Audit & Supervisory Committee Member), Osamu Nakagawa (External Director, Audit & Supervisory Committee Member), Kenji Furusato (External Director, Audit & Supervisory Committee Member) and Tomoko Ando (External Director, Audit & Supervisory Committee Member).

7. Risk Management System

With respect to the risk management system, the Internal Control Committee identifies risks in each division, evaluates such risks, and decides on measures to address them. Risks such as those associated with product quality, safety and health, the environment, and disaster prevention are respectively managed by each of the committees subordinate to the Management Meeting. Each department formulates regulations, standards, rules, etc., and manages associated risks. Also, audit departments regularly conduct audits on risk management and report details thereof to the Internal Control Committee.

8. Internal Audits, and Audit and Oversight by the Audit & Supervisory Committee

About the internal audit, The Internal Control Dept. conducts an audit targeted at principle departments and works to increase the effectiveness of internal control, including pointing out and giving guidance on matters to be improved to an audited department in collaboration with the Audit & Supervisory Committee.

With respect to auditing and oversight performed by the Audit & Supervisory Committee, mainly Full-time Audit & Supervisory Committee Members attend important meetings including the meeting of the Board of Directors and conduct audits on operations and properties according to the annual audit plan. Audit & Supervisory Committee Members hold meetings with Accounting Auditors on a regular basis, receive reports from them and exchange opinions with them, as well as confirm the appropriateness of the performance of operations by such Accounting Auditors, including witnessing site visits. Audit & Supervisory Committee Members also work to enhance audits, exchanging opinions on matters of significance including the formulation and evaluation of internal control, with the Internal Control Dept.

External Director Osamu Nakagawa is a certified public accountant and certified tax accountant, and has considerable knowledge regarding finance and accounting. And External Director Kenji Furusato is a certified lawyer, and has considerable knowledge regarding law.

9. Status of Accounting Audit

With respect to accounting audits, the Company is subject to accounting audit by KPMG AZSA LLC. Two (2) certified public accountants, Hiroyuki Hirakiuchi and Hiromichi Iwase, are primarily responsible for executing accounting audit operations. Also, four (4) certified public accountants and eleven (11) other persons provide support pertaining to the Company's accounting audit operations.

3. Reasons for Adoption of Current Corporate Governance System

The Company has set its sights on achieving its corporate vision and has accordingly adopted the company with Audit & Supervisory Committee structure with the aims of making decisions more swiftly and resolutely, achieving greater efficiency and flexibility with respect to business execution, strengthening supervisory functions of such execution, and further enhancing its corporate governance practices.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the Shareholder's Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of Shareholder's Meetings	The Company sends a notice of the Shareholder's Meetings to shareholders three weeks prior to the date thereof in order for such shareholders to have sufficient time to review matters to be resolved at such Meeting
Allowing Electronic Exercise of Voting Rights	The Company has judged that increased tools for exercising voting rights can improve convenience for shareholders and has been introducing the exercise of voting rights in an electromagnetic means since 2003.
Participation in Electronic Voting Platform	The Company has been introducing the Electronic Voting Platform targeted at institutional investors, which is operated by ICJ, Inc., since 2008 in order to improve convenience of exercising voting rights for institutional investors in Japan and overseas.
Providing Convocation Notice in English	The Company discloses an English version of the notice (summary) on the Company's website, etc., in order to improve convenience of exercising voting rights for institutional investors overseas

2. IR Activities

Supplementary Explanations

Preparation and Publication of Disclosure Policy	“Fundamental IR Policy” and “Disclosure Policy” that the Company has formulated are disclosed on the Company’s website (URL https://www.presskogyo.co.jp/en/).
Regular Investor Briefings for Individual Investors	The Company holds a financial statement briefings targeted at analysts and institutional investors twice a year (for the second quarter and the fourth quarter).
Posting of IR Materials on Website	IR materials including information on financial statements, materials on any other information which is disclosed in a timely manner, securities reports, materials for financial statements briefings, Shareholder Newsletters and annual reports can be seen on the Company’s website (URL https://www.presskogyo.co.jp/en/).
Establishment of Department and/or Manager in Charge of IR	The General Affairs Dept. is in charge of IR.

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	The Press Kogyo Group specifies stakeholders’ positions in “Vision / Mission / Values” and “Code of Ethics.”
Implementation of Environmental Activities, CSR Activities etc.	<p>[Environmental Activities] Based on our Environment Policy, we are working on environmental preservation activity by setting a Basic Environmental Management Philosophy and the promotion system necessary to achieve it. Specifically, we are working to reduce CO₂ emissions for addressing climate change and promoting for recycle waste generated during production to minimize emissions. We will continue to promote environmentally friendly <i>monozukuri</i> (manufacturing) in all fields of corporate operations, to contribute to the development of a sustainable and prosperous society, and to strive for environmental preservation activity.</p> <p>It is disclosed on the Company’s website (URL https://www.presskogyo.co.jp/en/).</p> <p>[Community Contribution Activities] Our main activities are Respect for Employees, Quality Assurance, Purchasing and Community Contribution. It is disclosed on the Company’s website (URL https://www.presskogyo.co.jp/en/).</p>
Development of Policies on Information Provision to Stakeholders	The Company works to provide information, establishing a system with respect to timely disclosure.
Other	The Company respects each individual’s standpoint and views, regardless of his/her nationality, gender or belief, and complies with the Labor Standards Act, the Child Care and Family Care Leave Act, the Act on Promotion of Female Participation and Career Advancement in the Workplace, and other relevant laws and regulations. The Company has been striving to create an employee-friendly workplace environment where employees with diverse backgrounds can utilize their abilities to the maximum extent. Specifically, in April 2019, the Company set up a new childcare leave system and expanded the scope of reduced working hours and exemption from overtime work due to childcare. The Company will strive to enhance the welfare plan that accommodates various events that may occur in a person’s life.

	Also, The Company actively recruits female employees. Since April 2018, the Company has been working towards the goal of increasing the percentage of female employees in career track positions and clerical positions to 20 percent. Such goal is included in the Company's five-year action plan.
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IV. Matters Related to the Internal Control System

1. Basic Views on Internal Control System and the Progress of System Development

- (1) System to ensure that the execution of duties by Directors and employees comply with laws, regulations, and with the Company's Articles of Incorporation
 - 1) The Company ensures that Directors and employees are kept informed of the Press Kogyo Group's Vision and Code of Ethics.
 - 2) The Internal Audit Department audits the execution of operations for conformance with laws and regulations and with the Company's Articles of Incorporation. In addition, this department monitors the progress of setting up the internal control system and delivers reports to the Internal Control Committee, made up of all Directors.
 - 3) The Internal Control Committee receives reports on the operation of the internal control system and monitors the execution of operations for conformance with laws and regulations and with the Company's Articles of Incorporation.
 - 4) The Company works to prevent scandals by using the Hotline (whistleblower) System, deterring illegal or unethical acts in the Company. The Hotline System enables Press Kogyo Group employees to communicate with, and receive advice directly from, those designated to deal with these situations.
- (2) System to ensure that Directors' duties are executed efficiently
 - 1) The Company will continue to promote more efficient management and accelerated execution of operations by improving the Executive Officer system that is now in use.
 - 2) The execution of important operations is deliberated on at the Management Meeting, made up of full-time executive officers and full-time Audit & Supervisory Committee members. Matters to be resolved by meetings of the Board of Directors are deliberated on and actions decided at meetings of the Board of Directors.
 - 3) The Company works to efficiently use management resources by drawing up a medium-term business plan to clearly define the goals to be achieved.
- (3) Regulations covering risk management and other systems
 - 1) The Internal Control Committee works to gain an understanding of the risks faced by every department and makes decisions on risk assessment and effective responses.
 - 2) Every department draws up regulations, standards, rules, etc. to manage their risks, and the Internal Audit Department regularly audits the state of that risk management and delivers reports to the Internal Control Committee.
 - 3) Product quality, health and safety, environmental and disaster prevention risks, etc. are managed by various committees that are sub-organizations of the Management Meeting.
- (4) System management and information storage related to the execution of Directors' duties
In accordance with laws, regulations, and the Company's own regulations, the Company manages and stores documents related to important reports and decisions made in relation to the execution of

Directors' duties.

(5) System to ensure the appropriateness of operations in the Press Kogyo Group (the Company and subsidiaries).

1) Every department in the Company and all subsidiaries establish an internal control system based on the formulation plan prescribed by the Internal Control Committee. The Internal Audit Department regularly audits the internal control systems of every department of the Company and all subsidiaries, and then delivers reports to the Internal Control Committee.

2) The department in charge of managing subsidiaries works in concert with various other departments and is guided by Regulations on Management of Affiliates.

3) The Company receives reports on the significant concerns of subsidiaries, and may discuss these concerns, as appropriate, while respecting the individual initiative and independence of the subsidiaries.

4) Every subsidiary manages the risks associated with their own operations, and the Company's Internal Audit Department regularly audits the state of risk management and delivers reports to the Internal Control Committee.

5) In addition to the supervisory departments managing and guiding the operations of subsidiaries, the Directors or the Auditors of the subsidiaries, as a rule, are dispatched from the company to ensure that all operations are being handled appropriately.

(6) Matters related to Directors or employees who support the duties of the Audit & Supervisory Committee; matters related to the independence of these employees from Directors (excluding Directors who are Audit & Supervisory Committee members); and matters related to ensuring the effectiveness of instructions to these employees

1) Employees are assigned to support the duties of the Audit & Supervisory Committee, and related HR issues are determined by consulting with Representative Directors and the Audit & Supervisory Committee. Note that Directors are not assigned to support the duties of the Audit & Supervisory Committee.

2) Employees who support the duties of the Audit & Supervisory Committee must obey instructions and orders from the Audit & Supervisory Committee in relation to the support operations.

(7) System whereby Directors (excluding Directors who are Audit & Supervisory Committee members) and employees report to the Audit & Supervisory Committee; other system related to the report to the Audit & Supervisory Committee; and the system to ensure that Directors and employees are not unfavorably treated for making reports

1) Directors (excluding Directors who are Audit & Supervisory Committee members) and employees of the Company and employees of subsidiaries report to the Audit & Supervisory Committee if there is an incident, or the risk of an incident, that could seriously harm the Press Kogyo Group. Specific matters to be reported are subject to discussion between Representative Directors and the Audit & Supervisory Committee.

2) Unfavorable treatment of anyone who has made a report to the Audit & Supervisory Committee is prohibited.

3) The Internal Audit Department regularly reports on the results of audits to the Full-time Audit & Supervisory Committee Member.

(8) Matters related to the policy for processing expenses or debts resulting from the execution of duties by Audit & Supervisory Committee members (limited to matters related to the execution of the duties of the Audit & Supervisory Committee)

When, in relation to the execution of duties by Audit & Supervisory Committee members, any committee member asks the Company to pay expenses in advance, etc. or requests advice from an external expert, etc., any expenses or debts resulting from requests are promptly processed and borne by the Company, except in cases where they are not recognized as necessary for the duties of Audit & Supervisory Committee members.

(9) Other systems to ensure that audits by the Audit & Supervisory Committee are executed effectively

1) Full-time Audit & Supervisory Committee members may attend important meetings, including management meetings, and can express their opinions.

2) Audit & Supervisory Committee members perform audit operations in cooperation with the Internal Audit Department and the Accounting Auditors.

2. Basic Views on Eliminating Anti-Social Forces

The Company resolutely responds to anti-social forces that threaten social order and sound corporate activities. The Company specifies that effect in its “Code of Ethics” and works to ensure that all employees of the Press Kogyo Group, including Officers of the Company, are informed of said effect.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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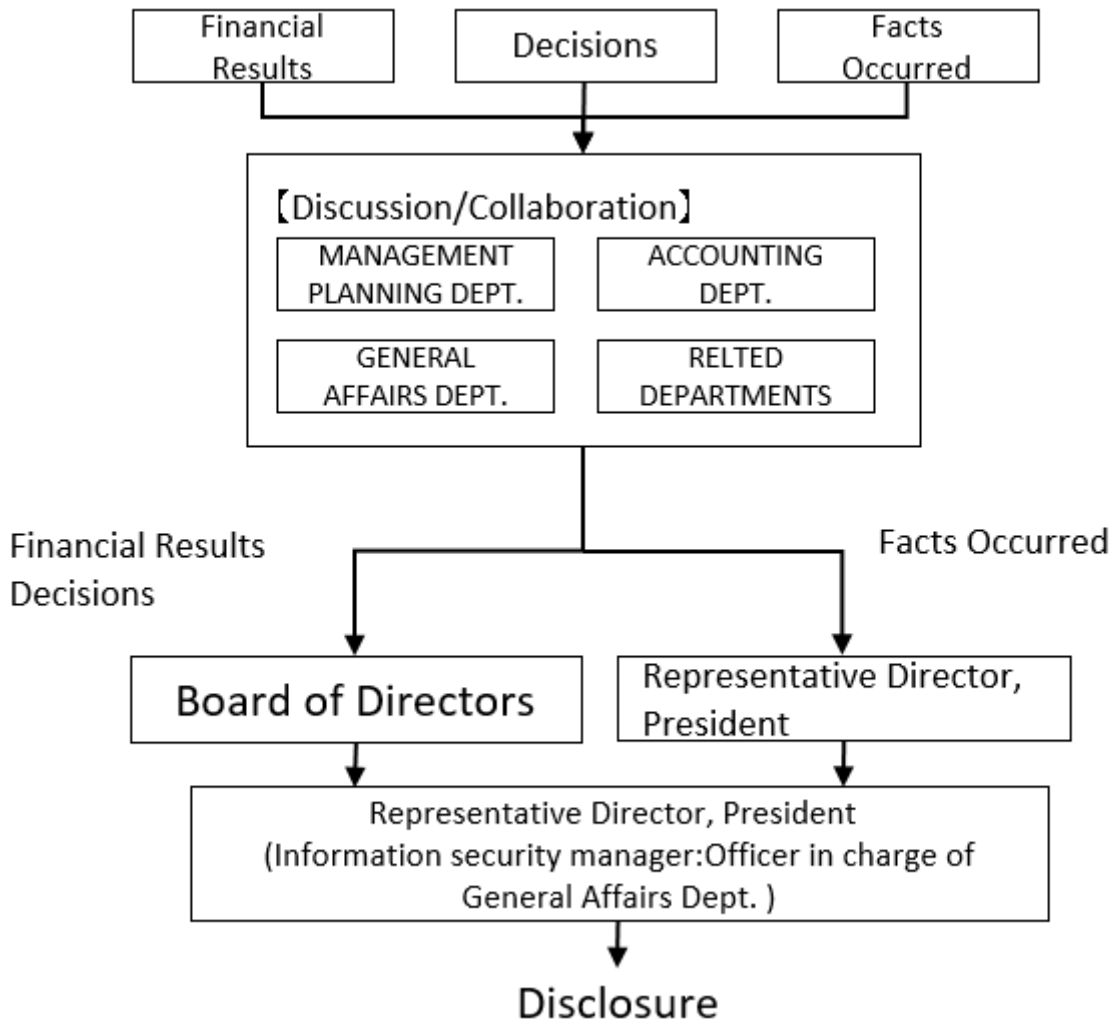
Supplementary Explanation

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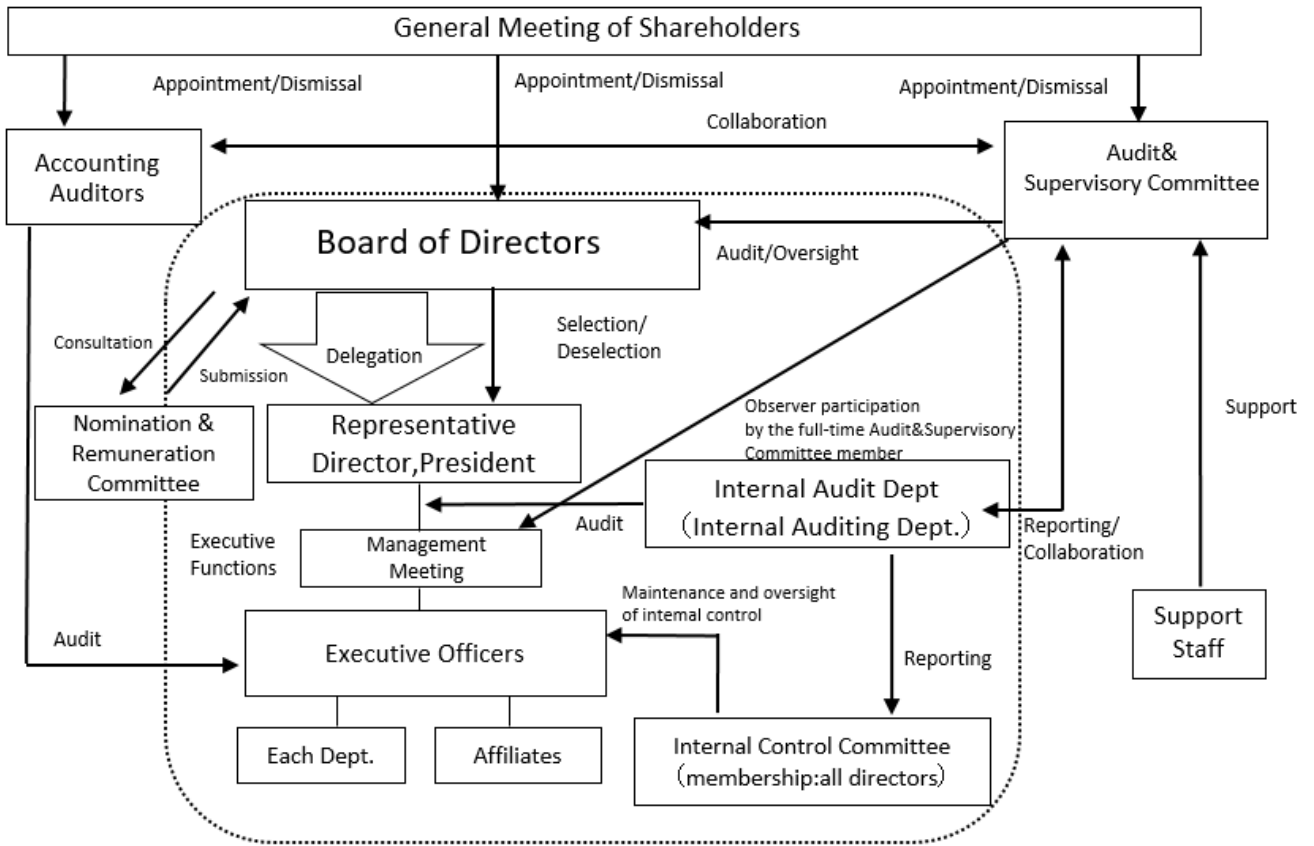
2. Other Matters Concerning to Corporate Governance System

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Summary of timely disclosure system



Corporate Governance Structure



Schedule

Reasons for Election of Directors and Significant Concurrent Positions outside the Company (as of June 29, 2021)

Name	Job title	Reasons for election and significant concurrent positions outside the Company
Tetsushi Mino	Representative Director, President & CEO of the Company	Mr. Mino has mainly held key positions in the Sales and Purchasing Departments of the Company, and has been responsible for the overall management of the Company and the Group as Representative Director and President since June 2018. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Satoru Murayama	Representative Director, Executive Vice President & CTO of the Company	Mr. Murayama has mainly held key positions in the Engineering & Development and Manufacturing Departments of the Company, and has been responsible for the management of the Company and the Group as Representative Director and Senior Executive Managing Officer since June 2018 and as Representative Director and Executive Vice President since April 2019. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Noboru Masuda	Director, Executive Managing Officer of the Company	Mr. Masuda has experience mainly in the Tool & Machinery Engineering and Factory Departments of the Company and has deep knowledge and achievements in the Company's tool & machinery and manufacturing business. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Hiroshi Yahara	Director, Executive Managing Officer of the Company	Mr. Yahara has experience mainly in the Sales, Purchasing and General Affairs Departments of the Company and has deep knowledge and achievements in the Company's sales, purchasing and general affairs business. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Takekazu Karaki	Director, Executive Managing Officer & CFO of the Company	Mr. Karaki has experience mainly in the Overseas Operations and Accounting Departments of the Company and has deep knowledge and achievements in the Company's overseas and accounting business. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Yuki Shimizu	Director, Executive Managing Officer of the Company	Mr. Shimizu has experience mainly in the Sales and Purchasing Departments of the Company, has been in charge of the management of an Indonesia subsidiary, and has deep knowledge and achievements in the sales and purchasing business. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Masahiko Sato	Director, Executive Managing Officer of the Company	Mr. Sato has experience mainly in the Production Engineering and Engineering Departments of the Company and has deep knowledge and achievements in the Company's engineering & development and manufacturing business. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.

Name	Job title	Reasons for election and significant concurrent positions outside the Company
Masanori Sakano	Director, Full-time Audit & Supervisory Committee Member of the Company	Mr. Sakano has abundant and broad-ranging insights regarding finance and accounting as well as corporate management from his many years of experience at financial institutions in Japan and overseas. Based on such experience and knowledge, the Company has judged that he is able to appropriately supervise the management of the Company, and has elected him as a Director who is an Audit & Supervisory Committee member.
Yasuo Yamane	External Director, Audit & Supervisory Committee Member of the Company	Dr. Yamane has a career history that includes Executive and Vice President of a national university, and he possesses extensive specialist knowledge regarding technology and human resource training that he has accumulated over many years as a professor in the faculty of engineering of a national university. Based on such experience and knowledge, the Company has judged that he is able to appropriately advise and supervise the management of the Company, and has elected him as External Director who is an Audit & Supervisory Committee member. Because Dr. Yamane has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent Officers set by the Company, the Company has judged that there is no possibility of conflict of interest between Dr. Yamane and general shareholders and has designated him as an Independent Officer.
Osamu Nakagawa	External Director, Audit & Supervisory Committee Member of the Company	<p>Mr. Nakagawa has served consecutively as partner in an audit corporation and tax accountant corporation and has expert perspective and abundant experience as a certified public accountant and certified tax accountant. Based on such experience and knowledge, the Company has judged that he is able to appropriately advise and supervise the management of the Company, and has elected him as External Director who is an Audit & Supervisory Committee member. Because Mr. Nakagawa has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent Officers set by the Company, the Company has judged that there is no possibility of conflict of interest between Mr. Nakagawa and general shareholders and has designated him as an Independent Officer.</p> <p><i>(Significant concurrent positions outside the Company)</i> Director of Osamu Nakagawa Accounting Office Certified Public Accountant and Certified Tax Accountant Managing Partner of NY Accounting Partners Tax Accountant Corporation Partner of TOKO Audit Corporation Audit & Supervisory Board Member of Medical Data Vision Co., Ltd. External Audit & Supervisory Board Member of ACCESS GROUP HOLDINGS Co., Ltd. External Audit & Supervisory Board Member of HOKEN NO MADOGUCHI GROUP INC.</p>
Kenji Furusato	External Director, Audit & Supervisory Committee Member of the Company	<p>Mr. Furusato has abundant experience in law office and has served consecutively as professor in law school with specialized expertise as a lawyer. Based on such experience and knowledge, the Company has judged that he is able to appropriately advise and supervise the management of the Company, and has elected him as External Director who is an Audit & Supervisory Committee member. Because Mr. Furusato has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent Officers set by the Company, the Company has judged that there is no possibility of conflict of interest between Mr. Furusato and general shareholders and has designated him as an Independent Officer.</p> <p><i>(Significant concurrent positions outside the Company)</i> Attorney of Tokyo Fuji Law Office Professor of Nihon University Law School</p>

Name	Job title	Reasons for election and significant concurrent positions outside the Company
Tomoko Ando	External Director, Audit & Supervisory Committee Member of the Company	<p>Ms. Tomoko Ando has abundant experience and extensive insights regarding global corporations gained primarily from her experience regarding brand marketing and strategic personnel affairs at a foreign-owned enterprise and while serving as the Executive Vice President. Based on such experience and knowledge, the Company has judged that she is able to appropriately advise and supervise the management of the Company, and has elected her as External Director who is an Audit & Supervisory Committee member. On June 27, 2019, Ms. Ando was appointed as an Outside Board Director of Kansai Paint Co., Ltd. Although the Company has a business relationship with Kansai Paint Co., Ltd. regarding purchasing paints, the transaction amount in the current fiscal year was very small at less than 0.2% of the Company's consolidated sales amount and less than 0.1% of the consolidated sales amount of Kansai Paint Co., Ltd. Furthermore, although Kansai Paint Co., Ltd. owns the Company's shares, this constitutes an insignificant amount of less than 0.1% of the total number of shares issued by the Company. Because Ms. Ando has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Ms. Ando and general shareholders and has designated her as an Independent Officer.</p> <p><i>(Significant concurrent positions outside the Company)</i> External Director of Kansai Paint Co., Ltd.</p>

Skill Matrix of Directors

Name	Gender	Term of office at Director	Position in the Company	Expertise/Experience of Directors								
				Corporate Management	Sales/Purchasing	Technology/Development	Manufacturing	Finance/Accounting	Legal/Risk Management	Human Resources	Overseas Business	ESG
Tetsushi Mino	Male	8 years	Representative Director, President & CEO	●	●				●	●	●	●
Satoru Murayama	Male	8 years	Representative Director, Executive Vice President & CTO	●		●	●				●	●
Noboru Masuda	Male	2 years	Director, Senior Executive Managing Officer	●		●	●					●
Hiroshi Yahara	Male	1 year	Director, Senior Executive Managing Officer	●	●				●	●	●	●
Takekazu Karaki	Male	—	Director, Executive Managing Officer	●				●			●	●
Yuki Shimizu	Male	—	Director, Executive Managing Officer	●	●						●	●
Masahiko Sato	Male	—	Director, Executive Managing Officer	●		●	●				●	●
Masanori Sakano	Male	1 year	Full-time Audit & Supervisory Committee Member					●				●
Yasuo Ymanane	Male	6 years	External Director (Audit & Supervisory Committee Member)			●						●
Osamu Nakagawa	Male	6 years	External Director (Audit & Supervisory Committee Member)					●				●
Kenji Furusato	Male	5 years	External Director (Audit & Supervisory Committee Member)						●			●
Tomoko Ando	Female	3 years	External Director (Audit & Supervisory Committee Member)	●						●		●

Notes: 1. The years in office of each Director represents the number of years as at the conclusion of the annual general meeting of shareholders held on June 29, 2021.

2. The years in office of Mr. Yamane include one year in which he served as an External Director prior to the Company's transition to a company with an audit & supervisory committee on June 29, 2016.; and the years in office of Mr. Nakagawa include one year in which he served as an External Audit & Supervisory Board Member prior to the said transition.