

Basic Policy on Corporate Governance

Sapporo Breweries Ltd.

I. General Provisions

1. Basic Thinking on Corporate Governance

Sapporo Breweries Ltd. (“the Company”) has set forth as follows a “management philosophy”, “fundamental management policy”, and “basic operational principles” for Sapporo Group, and in order to realize the foregoing and to move forward aiming for sustained enhancement of the Group’s overall corporate value, it has identified the strengthening and enhancement of the Group’s corporate governance as a priority managerial goal, will clearly specify supervisory, executive and audit functions within the Group, and will endeavor to strengthen managerial oversight directed towards greater transparency in management and attainment of the Group’s business targets.

(1) Management Philosophy

Pioneering the legacy of tomorrow (2-1, 3-1)

(2) Fundamental Management Policy

The Sapporo Group strives to maintain integrity in corporate conduct that strengthens relationships with stakeholders and aims to achieve continuous growth in corporate value. (3-1)

(3) Basic Operational Principles

Under a business holding company structure, the Company establishes the following basic principles for Group management and, while maintaining and respecting the autonomy of each Sapporo Group company, seeks to maximize corporate value through integrated management of the Group. (3-1)

① Principle of Strategic Partnership

The Company will optimally allocate the management resources of the Group as a whole, and the Sapporo Group companies will pursue strategic cooperation by leveraging their respective strengths in order to fulfill their missions in accordance with the management policy of the Company.

The Company and the Sapporo Group companies, while taking economic rationality into consideration, will cooperate with each other in the procurement of materials, products, and services, as well as in other business activities, and will strive to realize

Group-wide synergies.

② Principle of Autonomous Growth

While respecting the autonomy of Group companies, the Company will delegate to the presidents of Sapporo Group companies the executive authority they require to manage their businesses, and the presidents of Sapporo Group companies will bear responsibility for the management of the companies. In addition, the Company will provide the support and advice necessary for the growth of the Sapporo Group companies.

(4) Enactment/Revision Etc. of the Basic Policy on Corporate Governance

The enactment, revision or abolishment of the Basic Policy on Corporate Governance shall require a resolution of the Board of Directors to be passed.

II. Ensuring Shareholders' Rights and Equality (Basic Principle 1)

2. Ensuring Shareholders' Rights and Equality

The Company will endeavor to ensure the rights and equal treatment of its shareholders, including its minority and foreign shareholders, and will disclose information in a timely and appropriate manner so as to prevent any information gaps from arising among shareholders.

(1-1, 1-1-③, 1-2-①)

3. General Shareholders' Meetings

(1) The Company will send out a convocation notice for the general shareholders' meeting no later than three (3) weeks prior to the meeting date to give its shareholders sufficient time to consider any bills to be discussed at the general shareholders' meeting and allow them to appropriately exercise their voting rights. (1-2, 1-2-①, ②)

(2) The Company will prepare a suitable environment for the exercise of rights at the general shareholders' meetings, by, for example enabling voting members to exercise their voting rights electronically, issuing convocation notices via electronic announcement, providing (abridged) English translations of such notices, appropriately setting agendas for the meetings, and using Electronic Voting Platform. (1-2-②, ③, ④)

(3) To address cases where any institutional investors etc. who own shares under the name of a trust bank etc. wish to exercise their voting rights at a general shareholders' meeting in place of the trust bank etc., the Company will discuss the matter with trust banks etc. and review the relevant procedures as appropriate. (1-2-⑤)

(4) With regard to any Company-proposed bills which receive a significant number of

negative votes at a general shareholders' meeting, the Board of Directors will analyze the underlying cause behind the opposition and consider what measures to take, as necessary. (1-1-①)

- (5) If the Company proposes at a general shareholders' meeting that a portion of the matters to be resolved at the meeting be delegated to the Board of Directors, the Board of Directors will give full consideration to the state of the Company's corporate governance system. (1-1-②)

4. Basic Capital Policy

- (1) In light of the fact that developments in capital policy can significantly affect shareholder interests, and with the goals of sustained growth and enhancement of corporate value over the medium to-long term, the Company has as its basic policy financing focused on capital efficiency, growth oriented investments, and shareholder returns. To enhance the effectiveness of this policy, in its medium-term management plan etc., the Company will formulate and publicly announce its target values as important managerial indicators and will endeavor to achieve an optimal capital structure. (1-3)
- (2) When the Company is to enact a capital policy involving change of control or large-scale dilution, the Board of Directors will fully discuss the necessity and reasonableness of the policy and come to a resolution, and will promptly disclose information concerning their review process and the purpose of implementation etc., and offer an explanation to investors and shareholders. (1-6)

5. Basic Policy on Strategic Holding of Shares and on the Exercise of Voting Rights Pertaining to Strategically-Held Shares

(1) Policy on Strategic Holding of Shares

The Company operates such businesses as alcoholic and non-alcoholic beverages and food, which are closely connected with its customers' lifestyles, and believes it to be necessary in terms of business strategy to have cooperative relationships with many different companies along its supply chain, ranging from development to procurement, manufacturing, logistics and sales. Based on this viewpoint, the Company may in some cases own strategically-held shares if, after comprehensively considering the state of such cooperative relationships, the Company finds that doing so would help raise corporate value over the medium-to-long term. The Board of Directors will regularly verify every year whether the Company's strategically-held shares are appropriately owned and managed in accordance with its strategic holding policy. As a result of the above-mentioned verification, the Company's strategically-held shares that are not deemed to meet its

strategic holding policy will be reduced.

(2) Exercise of Voting Rights Pertaining to Strategically-Held Shares

In the exercise of voting rights pertaining to strategically-held shares, the Company will comprehensively weigh the pros and cons from a medium- and long-term perspective, taking into consideration the Company's holding policy and the common interests of the shareholders in the investments. Regarding the contents of agenda and other issues pertaining thereto, the Company will, whenever necessary, have dialogues with the invested companies.

(1-4, 1-4-①, ②)

6. Basic Policy Regarding What and How a Person Controlling Decisions on a Stock Company's Financial and Business Policies Should Be

(Basic Policy on Company Control)

(1) From the viewpoint of enhancing the Company's corporate value and thereby maximizing the common interests of the shareholders, the Company will prescribe the "Basic Policy Regarding What and How a Person Controlling Decisions on a Stock Company's Financial and Business Policies Should Be" (Basic Policy on Company Control) provided for in Article 118, Item (3) of the Ordinance for Enforcement of the Companies Act.

(2) In the event of a proposal for a large-scale purchase of share certificates of the Company that could impair the corporate value or common interests of the shareholders, the Company will require the purchaser to provide adequate time and information for the shareholders to decide whether or not to accept such large-scale purchase, and take appropriate measures from time to time to the extent permissible under the Financial Instruments and Exchange Act, the Companies Act, and other related laws and regulations, while respecting the opinions of independent outside directors and prescribe such in the Basic Policy on Company Control.

(1-5, 1-5-①)

7. Transactions Between Related Parties

Pursuant to the Board of Directors Rules, if it is necessary to conduct, with a Director, a competition with a competitor, a transaction directly with the Director, or a conflict-of-interest transaction with a Director, the Company must first obtain approval from the Board of Directors.

For transactions with major shareholders etc., internal rules will be provided and all officers and employees will be thoroughly notified of such rules. (1-7, 4-3)

III. Appropriate Collaborations with Stakeholders (Basic Principle 2)

8. Code of Corporate Conduct

- (1) The Company will enact a “Sapporo Group Code of Corporate Conduct” as its basic policy for ensuring that all officers and employees employed by the Company and the Company Group practice the management philosophy of Sapporo Group in their daily activities. Any revision of this Code shall require a resolution of the Board of Directors or a decision by Directors who have been delegated by a resolution of the Board of Directors. This Code will be disclosed on the Company’s website. (2-2)
- (2) The Company will periodically confirm the status of compliance with the “Sapporo Group Code of Conduct” and report to the Board of Directors. (2-2-①)

9. Relationships with Stakeholders

- (1) For the purpose of enhancing its corporate value over the medium-to-long term, the Company shall respect the interests of and collaborate, as appropriate, with its various stakeholders, including the Company’s shareholders and investors, clients, local communities, NPOs and NGOs, governments, business partners and affiliates, and employees and their families. (2-2)
- (2) In light of the importance of challenges related to sustainability, the Company integrates its fundamental approach to and values concerning sustainability into its management philosophy, engages in sincere corporate activities that strengthen stakeholder trust, and strives for the sustainable enhancement of corporate value. (2-3, 2-3-①, 3-1-③)
- (3) In order to attain the Group’s management philosophy, the Company will show respect for all manners of diversity (including with regard to sexual orientation, age, disability, nationality, educational and professional background, form of employment, and values), acknowledge and cultivate a workforce with a diverse set of ideas and views, and further foster an environment where individuals (*) can fully demonstrate their talents. (2-4, 2-4-①)

* The Sapporo Group regards all employees as its “human capital” that are the company’s treasure and greatest assets, and refers to “human resources” as “human capital.”

10. Whistleblowing System

In order to swiftly and appropriately address any illegal conduct or wrongdoing etc. that has occurred internally, the Company will establish a “Sapporo Group Whistle- Blower’s

Hotline and Helpline". With regard to the "Sapporo Group Whistle-Blower's Hotline and Helpline", the Company will establish both an internal Company liaison and a point of contact independent from the management so as to increase the Company's trustworthiness from the viewpoint of whistleblowers, thereby ensuring the appropriate operation of the whistleblowing system. Any details that have been reported will be kept strictly confidential in accordance with laws and regulations as well as internal Company rules, and no whistleblower shall be treated unfavorably. Further, the operational status of the whistleblowing system will be reported periodically to the Board of Directors, and such operational status will be monitored.

(2-5, 2-5-①)

11. Management of Corporate Pension Fund

The Company established Sapporo Breweries Corporate Pension Fund (the "Fund") and has entrusted management and operation of the corporate pension plan assets to the Fund. Fully considering the fact that the management of the corporate pension fund affects employees' asset building and the financial status of the Company, the Company appropriately assigns persons who possess requisite experience and relevant knowledge and expertise regarding fund management to be in charge of the management of the Fund, and, endeavor to train and develop such personnel.

The Fund shall manage its plan assets in the following manner:

- (1) For the management of the reserves in the fund, the Fund establishes a basic policy for such management, and formulate strategic asset composition ratio from medium-to-long term perspectives in order to achieve the amount of investment income that is required to maintain sound management of the pension plan in the future.
- (2) The Fund appropriately assigns and selects any institutional management trustees and investment funds and adequately conducts monitoring of the financial results and evaluation of the reports submitted by the institutional management trustees.
- (3) The Fund ensures no conflict of interests arises between the beneficiaries of the pension and the Company by entrusting the management of the reserves to more than one institutional management trustee, whereby i) the selection of investment destinations and ii) the exercise of voting rights are entrusted on a discretionary basis to such individual institutional management trustees.

(2-6)

IV. Ensuring Appropriate Disclosures of Information and Transparency (Basic Principle 3)

12. Information Disclosure Policy

- (1) Pursuant to the Companies Act and other relevant laws and regulations, the Company will decide on a policy with regard to the Company and the Company Group's risk management, internal control system, and legal compliance etc., and shall disclose such policy in a timely and appropriate manner.
 - (2) The Company will observe the Companies Act, the Financial Instruments and Exchange Act and other relevant laws and regulations along with any and all applicable financial instruments exchange regulations, and it will separately establish an independent disclosure policy, under which it will continuously disclose fair and reliable information at any time.
 - (3) The Company will proactively disclose not only its financial information but also non-financial information including its management philosophy, management strategy, and medium-term management plan. In formulating and publicly announcing its management strategy and medium-term management plan, the Company will accurately assess capital cost and indicate its basic earnings plan and capital policy, and will disclose its specific management targets, the plan for achieving those targets, its basic approach to the business portfolio and the status of the review of such portfolio.
 - (4) The Company will conduct scenario analysis and disclose information in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which encourages companies to assess, manage and disclose information regarding climate-related risks and opportunities.
 - (5) When disclosing information, the Company shall make disclosures in English within reasonable limits.
- (3-1-①, ②, ③, 5-2, 5-2-①)

V. Duties of the Board of Directors etc. (Basic Principle 4)

13. Directors and the Board of Directors

(1) Roles and Duties of Directors

- ① Directors shall be aware of their fiduciary responsibilities to shareholders, ensure appropriate collaborations with stakeholders, and execute their duties so as to sustainably raise corporate value and serve the common interests of the shareholders.
- ② Directors shall, as necessary, actively gather information sufficient for the execution of their duties, including by requesting that the Company provide additional information, and shall assertively share their opinions and exhaustively engage in constructive

discussions at meetings of the Board of Directors.

③ Directors shall demonstrate the abilities that are expected of them and devote their time to benefitting the Company in the performance of their duties.

④ When assuming office, Directors shall have an understanding of relevant laws and regulations, the Company's Articles of Incorporation, the Director Rules, and any other internal rules of the Company, and shall fully understand their responsibilities.

(4-5, 4-13, 4-13-①)

(2) Roles and Duties of Independent Outside Directors

① With a goal of sustained enhancement of corporate value, Independent Outside Directors shall, as necessary, actively gather information sufficient for the execution of their duties, including by requesting that the Company provide additional information, and shall offer appropriate advice on the basis of their own knowledge.

② Independent Outside Directors shall conduct managerial supervision, including monitoring for any conflicts of interest, through the important decision-making activities of the Board of Directors.

③ Independent Outside Directors, being independent from the management, shall verify and assess the management results of the Company and the management's performance results in light of the management strategy and medium-term management plan decided by the Board of Directors, and shall appropriately reflect the views of minority shareholders and other stakeholders at meetings of the Board of Directors.

(4-7, 4-13, 4-13-①)

(3) Roles and Duties of the Board of Directors

In light of its fiduciary responsibilities and accountability to shareholders, the Board of Directors shall aim to achieve sustained growth for the companies and to raise corporate value over the medium to-long term, and shall play the following roles in order to improve profitability and capital investment efficiency etc. Further, Directors shall endeavor to promote a social climate wherein the Board of Directors serves as a venue for constructive discussion and exchange of views in a free and open atmosphere. (4-12)

① The Board of Directors shall specify the matters to be determined and decided at its meetings in the Board of Directors Rules. (4-1-①)

② In formulating medium-to-long-term management concepts or medium-term management plans, the Board of Directors shall scrutinize the details and engage in constructive discussion from a strategic perspective, pursuant to the management philosophy. Further, in implementing medium-term management plans, it shall

thoroughly manage the progress of such plans, and if any discrepancies arise between the targets and actual performance results, it shall analyze the underlying cause and reflect the results of such analysis in the plan for the following term. (4-1, 4-1-②)

③ In the interest of enhancing corporate value over the medium-to-long term, the Board of Directors shall encourage the Company's management and the management of the Sapporo Group companies to demonstrate a healthy spirit of entrepreneurship. When deliberating over any proposals brought up for discussion at a Board of Directors, the Board of Directors shall take an independent, objective position in scrutinizing the details from a multilateral viewpoint, assessing the material risks faced by the Company and deciding on a response policy, deciding how to conduct the Company's material affairs, and maintaining an environment supportive of appropriate risk-taking. (4-2)

④ From an independent and objective position, and through highly effective supervision of the Company's Directors and management as well as the management of the Sapporo Group companies, the Board of Directors shall appropriately assess the companies' performance results, and shall reflect their findings fairly and appropriately in personnel, assessment and compensation-related decisions involving the Company's executives. Further, the Board of Directors shall conduct supervision so that information disclosures are made in a timely and appropriate manner, shall properly maintain internal control and risk management systems, and shall confirm, using periodic reports on the implementation and operation status of those systems, that the Company's management systems are being operated appropriately. (4-3, 4-3-①, ④)

⑤ From the perspective of enhancing corporate value over the medium-to-long term, the Board of Directors shall deepen its deliberations on the Company's sustainability initiatives and formulate the Company's basic policy. Further, in order to contribute to the sustainable growth of the Company, the Board of Directors shall effectively supervise the allocation of management resources, such as investments in human resources and brands, and the implementation of business portfolio strategies. (2-3-①, 4-2-②)

⑥ The Board of Directors shall establish a response system for when the Audit & Supervisory Committee or an external accounting auditor discovers any wrongful conduct and requests that appropriate measures be taken or when such person points out any deficiencies or problems. (3-2-②)

(4) Structure of the Board of Directors

① The Board of Directors shall consist of up to twelve (12) persons as specified in the Articles of Incorporation, of whom five (5) or more persons shall be Independent Outside Directors.

②A compensation committee, nominations committee, and Independent Outside Directors committee shall be established under the Board of Directors as the Board's advisory bodies.

③If any Directors serve concurrently as officers of another publicly-traded company, their concurrent employment is to be limited to within a reasonable scope, and the status of such concurrent employment is to be disclosed on an annual basis.

(4-6, 4-8, 4-10, 4-10-①, 4-11-②)

(5) Advisory Bodies of the Board of Directors

①Nominations Committee

(i) The purpose of this committee shall be to deliberate on, recommend, and make proposals for, or provide other suggestions on, regarding the following matters:

1. Recommendation of candidates for Director, Substitute Director and Executive Managing Officer positions to the Board of Directors
2. Formulation of a succession plan for the President and recommendation of successor candidates.
3. Deliberation, and making proposals to the Board of Directors, regarding the appointment of persons who previously served as president in certain positions, such as Advisors
4. Deliberation, and making a proposal to the Board of Directors, regarding the dismissal of any of the Company's executives (Directors, including the President, and Executive Managing Officer)

(ii) This committee shall consist of Directors selected by resolution of the Board of Directors, the majority of whom shall be Independent Outside Directors.

(iii) The chairperson of this committee shall be selected by resolution of the Board of Directors and shall be an Independent Outside Director.

(iv) This committee shall recommend talented persons who have highly specialized knowledge of internal company matters and are highly capable of performing their duties as candidates for internal Director positions, so as to enable the Board of Directors to conduct their decision-making in an accurate, swift, and fair manner.

(v) This committee shall require that any Independent Outside Director candidates be persons who fulfill the "Standards for Independence of Outside Directors" (Appendix 1) stipulated by the Company, and shall recommend talented persons who have an abundance of experience, achievements and knowledge of corporate management and specific specialized areas and who can provide accurate suggestions and advice concerning the Company's business challenges.

- (vi) When considering Director candidates, this committee shall take into account the necessary balance of knowledge, experience and ability as well as diversity, including gender and internationality, work experience and age, for the Board of Directors as a whole.
 - (vii) This committee shall require that any candidate for Independent Outside Director who is an Audit & Supervisory Committee Member be a person who satisfies the “Standards for Independence of Outside Directors” (Appendix 1) specified by the Company. It shall endeavor to ensure that the overall Audit & Supervisory Committee comprises one (1) or more persons having, in particular, an abundant knowledge of finances and accounting, while appointing persons who have adequate experience, capability and necessary financial, accounting, and legal knowledge.
 - (viii) This committee shall, in order to systematically provide training to, and make an appointment of, a successor of the President, confirm and discuss the progress of a succession plan being formulated and the implementation status.
 - (ix) This committee shall deliberate the dismissal of any of the executives of the Company and make a proposal to that effect to the Board of Directors if it is detected that any of the executives of the Company is in breach of the laws and regulations or any provision of the Articles of Incorporation of the Company that caused a material damage to the Company or posed a substantial obstacle in performing one’s duties.
- (3-1, 4-1-③, 4-3-②, ③, 4-9, 4-10-①, 4-11, 4-11-①)

② Compensation Committee

- (i) This committee shall, as delegated by the Board of Directors, deliberate on the following matters and make determinations or recommendations to the Board of Directors. In addition, if the Compensation Committee deems it necessary, it may report to the Board of Directors regarding its rationale and decision-making process prior to making a determination and seek the opinion of the Board of Directors.
 1. Determination of draft proposals regarding the remuneration and bonus systems for Directors (excluding Directors who are Audit & Supervisory Committee Members) and Executive Managing Officers and to submit recommendations to the Board of Directors.
 2. Determination of the individual compensation of each Director (excluding Directors who are Audit & Supervisory Committee Members) and Executive Managing Officer.
 3. Determination of the individual compensation of a former President appointed to an advisory or similar position .

With respect to the matters determined pursuant to each item of the preceding

article, the Compensation Committee shall promptly report to the Board of Directors on the details of the determinations and an outline of the reasons therefor.

- (ii) This Committee shall consist of Directors selected by resolution of the Board of Directors, the majority of whom shall be Independent Outside Directors.
- (iii) The chairperson of this committee shall be selected by resolution of the Board of Directors and shall be an Independent Outside Director.
- (iv) For the purpose of contributing to the sustained growth of the Company, this committee shall formulate a compensation system and bonus system linked to performance results over the medium-to-long term, combining cash-based compensation and Company shares etc.

(3-1, 4-2-①, 4-10-①)

③ Independent Outside Directors Committee

- (i) The purpose of this committee shall be to have Independent Outside Directors exchange information and share their recognition with regard to the Company and the Company Group's management strategy and matters relating to corporate governance.
- (ii) This committee shall consist of all Independent Outside Directors, in principle. At the request of the committee chairperson, this committee may have the President, any executives of the Company or any Group companies, and any external accounting auditors, etc. attend meetings.
- (iii) The chairperson of this committee shall be appointed from among the Independent Outside Directors (excluding Directors who are Audit & Supervisory Committee Members). The chairperson shall facilitate communication and coordination between the Independent Outside Directors and the management as well as cooperation with the Audit & Supervisory Committee.

(3-2-②, 4-8-①, ②, 4-10-①)

(6) Assessment of the Board of Directors

Each year, the Board of Directors shall analyze and assess its own effectiveness on the basis of the self-evaluations of each Director, and shall disclose a summary of the results.

(4-11-③)

(7) Support Structure for the Board of Directors

- ① The Board of Directors shall establish a Board of Directors Office for the purpose of smoothly directing the operations of the Board of Directors.
- ② In order to encourage vigorous discussions, the Board of Directors Office shall provide

sufficient information on the matters for deliberation to every Director, and shall properly ensure a period for prior review, e.g. by distributing materials for the Board of Directors well in advance of the meeting date. Further, the Board of Directors Office shall comply with any requests from Directors for information to be provided.

③ The Board of Directors Office shall, by the end of the fiscal year, coordinate and decide on the Board of Directors schedule and principal matters for deliberation for the following fiscal year, and shall appropriately determine the number of discussion items and ensure discussion time for each Board of Directors meeting.

④ Directors may, as necessary, receive advice from outside experts concerning company expenses.

(4-12-①, 4-13, 4-13-②, ③)

(8) Training Policy for Directors

The Company shall implement the following training to enable Directors to acquire a deeper understanding of their roles and duties and fully discharge their responsibilities.

① Persons newly appointed as Directors shall undergo training with regard to the necessary laws and regulations, including the Companies Act, as well as regarding corporate governance.

② After the appointment of any Directors, the Company will continue to provide a diverse program of training activities, to be conducted internally and externally, relating to legal amendments and business challenges etc.

③ Persons newly appointed as Independent Outside Directors shall receive the necessary explanations concerning an overview of the Sapporo Group, the Group's management strategies and financial conditions, and any other important matters, and shall also be provided with opportunities to observe Group company factories and research sites etc. for the purpose of acquiring a deeper understanding of the Sapporo Group.

(4-14, 4-14-①, ②)

14. Directors who are Audit & Supervisory Committee Members and the Audit & Supervisory Committee

(1) Roles and Duties of Directors who are Audit & Supervisory Committee Members

① Directors who are Audit & Supervisory Committee Members shall be aware of their fiduciary responsibilities to shareholders, ensure appropriate collaborations with stakeholders, constitute the Audit & Supervisory Committee and execute their duties so as to raise corporate value over the medium-to-long term and contribute to the common

interests of the shareholders.

- ② For the purpose of executing their duties, Directors who are Audit & Supervisory Committee Members shall gather sufficient information, as necessary, including by requesting additional information to be provided by the relevant company and by exercising their authority to conduct investigations under laws and regulations.

(4-5, 4-13, 4-13-①)

(2) Roles and Duties of Independent Outside Directors who are Audit & Supervisory Committee Members

- ① In order to contribute to improving the soundness and transparency of management, Independent Outside Directors who are Audit & Supervisory Committee Members shall execute their duties from a neutral and objective position on the basis of their own knowledge.

- ② For the purpose of executing their duties, Independent Outside Directors who are Audit & Supervisory Committee Members shall appropriately gather information, as necessary, including by requesting additional information to be provided by the relevant company and by exercising their authority to conduct investigations under laws and regulations.

(4-13, 4-13-①)

(3) Roles and Duties of the Audit & Supervisory Committee

Directors who are Audit & Supervisory Committee Members and the Audit & Supervisory Committee shall fulfill the following roles and duties, taking into consideration their fiduciary responsibilities to the shareholders, when exercising their authority pertaining to auditing the execution of duties by Directors, appointing or dismissing external accounting auditors, auditing fees and decisions or statements of opinion on the appointment or dismissal, or remuneration, etc. of Directors.

- ① Directors who are Audit & Supervisory Committee Members and the Audit & Supervisory Committee shall leverage the independence and expertise of Independent Outside Directors who are Audit & Supervisory Committee Members and the information-gathering abilities of internal Directors who are Audit & Supervisory Committee Members to make appropriate determinations from an independent, objective position.

- ② Directors who are Audit & Supervisory Committee Members and the Audit & Supervisory Committee shall actively and assertively exercise their authority, and shall convey appropriate opinions at meetings of the Board of Directors or to the management.

- ③ Directors who are Audit & Supervisory Committee Members and the Audit &

Supervisory Committee shall ensure cooperation with Independent Outside Directors so that the latter may work to enhance their information-gathering abilities without sacrificing any of their independence.

④The Audit & Supervisory Committee shall formulate criteria for assessing and appointing accounting auditors, and shall confirm the independence and expertise of such persons.

⑤Directors who are Audit & Supervisory Committee Members and the Audit & Supervisory Committee shall ensure cooperation with the Internal Auditing Department, and shall provide information to and otherwise cooperate with Independent Outside Directors, as necessary. Employees of the Internal Auditing Department shall exclusively follow the instructions and orders of the Audit & Supervisory Committee when assisting the Audit & Supervisory Committee with its duties under the direction thereof.

⑥The Audit & Supervisory Committee may decide its opinions regarding the appointment, dismissal and resignation and remuneration etc. of Directors (excluding Directors who are Audit & Supervisory Committee Members) and an Audit & Supervisory Committee Member appointed by the Audit & Supervisory Committee may state such opinions at general shareholders' meetings.

(1-6, 3-2-①, 4-4, 4-4-①, 4-13-③)

(4) Structure of the Audit & Supervisory Committee

①The Audit & Supervisory Committee shall consist of Directors who are Audit & Supervisory Committee Members up to four (4) persons as specified in the Articles of Incorporation.

②The chairperson of this committee shall be selected by resolution of the Audit & Supervisory Committee and shall be an Independent Outside Director.

③If any Directors who are Audit & Supervisory Committee Members serve concurrently as officers of another publicly-traded company, their concurrent employment is to be limited so as to be within a reasonable scope, and the status of such concurrent employment is to be disclosed on an annual basis.

(4-11-②)

(5) Training Policy for Directors who are Audit & Supervisory Committee Members

The Company shall implement necessary training for its Directors who are Audit & Supervisory Committee Members as well as training similar to that for Directors which is specified in Article 13, Paragraph (8), so that such Directors may acquire a deeper understanding of their roles and duties and fully discharge their responsibilities.

(4-14, 4-14-①, ②)

15. External Accounting Auditors

The Company shall take the following measures, as appropriate, to ensure that its external accounting auditors acknowledge their duties to shareholders and investors and conduct fair audits.

- (1) Ensure sufficient auditing time for external accounting auditors to carry out high- quality audits.
- (2) Ensure opportunities for interviews, if any external accounting auditors desire an interview with any executives of the Company.
- (3) Ensure that external accounting auditors cooperate with Directors who are Audit & Supervisory Committee Members, the Internal Auditing Department, and Independent Outside Directors.
- (4) Establish a Company response system for when an external accounting auditor discovers any wrongful conduct and requests that appropriate measures be taken or when such person points out any deficiencies or problems.

(3-2, 3-2-②)

VI. Dialogue with Shareholders (Basic Principle 5)

16. Dialogue with Shareholders

The Company shall establish the following system in order to promote constructive dialogue with shareholders so as to contribute to sustained growth and the improvement of corporate value over the medium-to-long term.

- (1) Appoint a Director in charge of investor relations (IR) and shareholder relations (SR) as the general manager for dialogues with shareholders.
- (2) If the general manager receives from a shareholder a request for an individual dialogue, he or she shall conduct an interview within a reasonable scope after having verified the shareholder's principal concerns. However, in some cases, a Director (including Outside Directors and Directors who are Audit & Supervisory Committee Members) or a person responsible for IR or SR may attend the interview in place of the general manager if necessary.
- (3) To assist dialogues with shareholders, the General Administration Department, Finance Department, and Corporate Communication Department will periodically hold meetings and actively cooperate with each other.
- (4) In addition to individual interviews, as other means for dialogue the Company shall

periodically conduct financial settlement briefings for analysts and hold information sessions on management strategies, as appropriate. Further, information shall be disclosed on the Company website in a timely and appropriate manner.

- (5) The Company shall periodically assess the makeup of its shareholders, and endeavor to promote dialogue with them. Any shareholder opinions or concerns ascertained through such dialogue shall be reported to the management by the general manager.
- (6) To prevent financial settlement information from being leaked and to ensure fairness, the Company shall establish a silent period of a certain duration, lasting from the day following the settlement date until the day that financial results are announced each quarter. During this period, in principle, the Company will refrain from answering or commenting on any questions relating to the financial settlement. Further, each year the Company shall periodically conduct thorough internal training on insider information in an effort to prevent insider information from being leaked.

(5-1, 5-1-①, ②, ③)

End of document

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The numbers in parentheses in the various clauses of this Basic Policy correspond to principles in the Corporate Governance Code set forth in the Listing Rules of the Tokyo Stock Exchange.

Appendix 1

Standards for Independence of Outside Directors

1. In order for the Outside Directors of the Company to be Outside Directors who are independent (“Independent Officers”), any such Outside Directors shall satisfy the applicable standards of independence specified by the financial instruments exchanges, and no such Outside Directors may fall under any of the following Items (1) through (3).

(1) A person who currently is or during the past ten years was an executive officer (gyomu shikkou sha) of the Company or its consolidated subsidiaries (collectively, “Group”) (*1).

(2) A person who currently falls under or during the past three years has fallen under any of the following sub-items (i) through (viii).

① A person having the Group as a major business partner, or its executive officer (gyomu shikkou sha) (*2);

② A major business partner of the Group or its executive officer (gyomu shikkou sha) (*3);

③ A consultant, accounting professional, or legal professional who has obtained from the Group large sums of money or other property other than officer remuneration etc. (if a person who has obtained such properties is a corporation, association, or other group, this means a person who belongs to such group) (*4);

④ A major shareholder of the Group (if such major shareholder is a corporation, an executive officer (gyomu shikkou sha) of such corporation) (*5);

⑤ In the case where the executive officer (gyomu shikkou sha) of the Company holds the office of Outside Directors or Outside Audit & Supervisory Board Members of another company, an executive officer (gyomu shikkou sha) of such other company;

⑥ A person who has received large donations from the Group or a Director or other executive officer (gyomu shikkou sha) of a group that received such donations (*6);

⑦ A member, partner, or employee of the audit corporation that is the accounting auditor for the Group; and

⑧ A major lender of the Group or its executive officer (gyomu shikkou sha) (*7)

(3) A spouse or a relative in the second degree or closer of any person listed in Item (1) or Item (2) above (excluding any unimportant person).

2. An Independent Officer of the Company must be an Outside Director with respect to whom there is no likelihood of a constant and substantial conflict of interests arising with the entire general shareholders of the Company for any reason other than the reasons considered in Items (1) through (3) of Paragraph 1 above.
3. An Outside Director who falls under any of Items (1) through (3) of Paragraph 1 above may nonetheless be appointed as an Independent Officer of the Company, if the Company considers such Outside Director to be appropriate as an Independent Officer in light of such Outside Director's personality and insight etc., on the condition that such Outside Director satisfy the applicable standards of independence specified by the financial instruments exchanges and that a public explanation be given of the reasons why we consider such Outside Director to be appropriate as an Independent Officer of the Company.

(Notes)

- *1. For any person who was a non-executive Director, an Accounting Advisor (if the Accounting Advisor is a juridical person; a member who is to execute its duties) or an Audit & Supervisory Board Member of the Group at any time over the last ten years, the ten-year period prior to assumption of such office. "Executive officer (gyomu shikkou sha)" means a person stipulated in Article 2, Paragraph 3, Item (6) of the enforcement regulations of the Companies Act.
- *2. "Person having the Group as a major business partner" means a person who has received from the Group payment of an amount not less than 2% of its annual consolidated sales (annual consolidated revenue) in the most recent fiscal year.
- *3. "Major business partner of the Group" means a person who in the most recent fiscal year made payment to the Group payment of an amount equivalent to 2% or more of the Company's annual consolidated revenue.
- *4. "Consultant, accounting professional, or legal professional who has obtained from the Group large sums of money or other property other than officer remuneration etc." means a person who in the most recent fiscal year obtained, other than officers remuneration etc., money or property in an amount or value equivalent to 2% of annual consolidated sales (annual consolidated revenue) or ten million yen, whichever is higher, or a member, partner, or employee of any law firm, auditing corporation, tax accountant corporation, consulting firm, or other professional advisory firm that received from the Group payment of an amount equivalent to 2% or more of that firm's annual total sales in the most recent fiscal year.

- *5. "Major shareholder of the Group" means a person or a corporation who directly or indirectly holds 10% or more of the total voting rights of a company within the Group.
- *6. "Large donation" means a donation that is made in the most recent fiscal year, the amount of which is not less than the higher of (i) ten million yen or (ii) 30% of the average annual expenses for the relevant group.
- *7. "Major lender of the Group" means any financial institution or other major creditor that is essential for the Company's fund-raising, upon which the Company relies to such extent that such lender is not replaceable.

Enacted on December 15, 2017

Revised on March 28, 2019

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