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Amano Corporation
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The status of corporate governance at Amano is as follows.

I. Basic policy on corporate governance, capital structure, corporate attributes, and other basic information

1. Basic policy

The Amano Group positions the importance of corporate ethics and the soundness of management as important management issues. By structuring the organization and establishing management systems to promote and tackle these issues, it is ensuring in the promotion of legally compliant business activities which are also in adherence to corporate ethics. Through such efforts, it is raising the effectiveness of corporate governance to realize a fair and transparent management so as to become an even more trustworthy company.
To clarify its corporate governance policy, the Group has established the Amano Group Basic Policy for Corporate Governance and the Amano Group Corporate Governance Guidelines. In the future as well, it is aiming to achieve a higher level of corporate governance to contribute to the Group's sustainable growth and medium- to long-term enhancement of corporate value.
* For more information on the aforementioned Basic Policy and Guidelines, please visit the relevant page of Amano's website, (https://www.amano.co.jp/en/sustainability/governance/corp/)

Amano employs the following major systems to ensure effective corporate governance.

The Board of Directors consists of 8 directors, including 3 part-time Outside Directors. In addition to regular meetings, the board flexibly convenes ad hoc meetings as required to deliberate and decide upon important matters concerning management as well as to report business progress. Thus, the Company has put in place a system to facilitate swift managerial decision-making. From the viewpoint of improving corporate governance, one outside director was appointed at the 97th Annual Shareholders Meeting held on June 27, 2013, the second at the 99th Annual Shareholders Meeting held on June 26, 2015, and the third was appointed at the 103rd Annual Shareholders Meeting held on June 27, 2019, and one female outside director was appointed at the 105th Annual Shareholders Meeting held on June 29, 2021. Furthermore, the second female outside director was appointed at the 109th Annual Shareholders Meeting held on June 27, 2025. Besides, the Articles of Incorporation stipulate that Amano's Board of Directors shall consist of no more than 10 directors.
In order to clearly define the functions and responsibilities of management and for business performance as well as to ensure swift decision-making and achieve greater management efficiency, the Company has introduced the Operating Officer System since April 2005. Of the 15 operating officers, 3 concurrently serve as Directors.
The Audit & Supervisory Board consists of four members, including two part-time outside members. In addition to attending Board of Directors meetings, full-time Audit & Supervisory Board members actively participate in the internal committee meetings and other meetings in order to monitor the execution of directors' duties and to work with the Internal Audit Unit to more effectively supervise business performance.
In order to strengthen fairness, transparency, and objectivity of procedures related to nomination and remuneration of the Board of Directors and to further enhance corporate governance, the Company has set up the Nomination and Compensation Committee, which consists of Outside Directors and Representative Directors. The Committee, a voluntary committee, discusses important matters and reports to the Board of Directors, such as appointments and dismissals of executives, their remuneration and successor training plan from the perspective of Outside Directors based on their independence, by making use of their extensive experience and technical knowledge.
In addition, the Amano Group convenes sessions of the Domestic Strategy Conference (for group companies in Japan) and the Global Strategy Conference (for group companies overseas) as required in order to grasp group companies' management statuses. In this way, it is enhancing the management monitoring capabilities to ensure that corporate ethics permeate the entire group to realize more effective corporate governance.

Reasons why the Company does not implement Corporate Governance Code principles, if any

The Company implements all Corporate Governance Code principles.

Disclosure based on Corporate Governance Code principles

All principles in the Report are described based on the code established after its revision on June 2021, including ones

for TSE Prime Market.

Explanations of the principles, each of which stipulates disclosure of information on certain matters. The Amano Group Basic Policy for Corporate Governance and the Amano Group Corporate Governance Guidelines can be accessed on the relevant page of Amano's website (https://www.amano.co.jp/en/sustainability/governance/corp/)

Principle 1-4
Please refer to the Amano Group Corporate Governance Guidelines. For the objectives of holding shares in each company, please see the Securities Report.
(Japanese language: https://www.amano.co.jp/ir/library/securities_report/)

Principle 1-7
Please refer to the Amano Group Corporate Governance Guidelines.

Supplementary Principle 2-4-1
< The promotion of women's advancement>
The company aims to expand job types in which women can play an active role, and at the same time, it will take the following initiatives to create a good company to work for.
(1) Initiatives based on the “Promotion of Women's Advancement Act”
Since the fiscal year 2016, the Company has been working on formulating and disclosing the action plan based on the “Promotion of Women's Advancement Act”. In the first phase, the Company set the goal of hiring a total of 70 women by the end of the fiscal year 2020 and achieved it. Since the fiscal year 2021, the Company has formulated the second action plan and are working on it.
Goal1: Raise the percentage of female workers in the workforce to 20%.
Goal2: Raise the childcare leave rate of male workers to over 50%.
In addition, the Company has established targets that contribute to human capital management in the “Materiality” and “Efforts for Diverse Working Styles and Work-Life Balance” sections of its website. Please refer to the relevant page of Amano’s website. (https://www.amano.co.jp/en/sustainability/)

(2) Career training for female employees
The Company is conducting a training program "Promotion of Women's Advancement" with the aim of developing personnel who can actively design their careers and utilize their talent in their future assignments. Not only women but also men are eligible for the training program. The number of trainees who participated in the program is as follows.
FY2021=21, FY2022=16, FY2023=17, FY2024=9, FY2025=12

< The approach to ensure diversity >
The Company respects the personality and individuality of its employees and strives to ensure a sound work environment without harassment or discrimination due to ideology, beliefs, religion, nationality, race, gender, physical characteristics, personal assets, and birthplace, etc. In addition, amid the demand for diverse values and work styles associated with life events such as childbirth, childcare, and nursing care, the Company is working on efficient work styles and work-life balance according to job types under proper labor management.

< Voluntary and measurable goals and status of ensuring diversity >
The Company does not discriminate on the basis of gender, age, or nationality, which is reflected in its hiring practices and internal personnel evaluations, and therefore evaluations are based on ability, insight, and personality, and not on gender. Domestic and overseas group companies have appointed foreign nationals and females as executives. The Company intends to continue this policy to appoint female personnel based on their abilities. In addition, the Company has established targets that contribute to human capital management in the “Materiality” and “Efforts for Diverse Working Styles and Work-Life Balance” sections of its website. Please refer to the relevant page of Amano’s website.
(https://www.amano.co.jp/en/sustainability/)

The Company’s policies on Human Resources Development and Improving Internal Environment are posted on Amano's website and the Sustainability Report.
(https://www.amano.co.jp/en/sustainability/)

Principle 2-6
At the Company, the management division periodically receives reports from investment management agencies that have entrusted management of employee pensions and stewardship activities, and exchanges opinions on the contents as appropriate. If determined necessary, the Company considers to review the portfolio, etc. at the Company's Funds Investments Review Committee, and endeavors to appropriately manage the reserve fund of the corporate pension.

Principle 3-1
(1) Please refer to the relevant page of Amano's website (https://www.amano.co.jp/en/corp/philosophy/)

(https://www.amano.co.jp/en/ir/managementpolicy/plan/).

(2) Please refer to the Amano Group Basic Policy for Corporate Governance.

(3) Please refer to the Amano Group Corporate Governance Guidelines.

(4) Please refer to the Amano Group Corporate Governance Guidelines.

(5) The following explains the election and appointment of each executive.

- Hiroyuki TSUDA, Chairman & Representative Director
  With extensive business experience gained from working in sales and business divisions at the Company, Hiroyuki TSUDA also served as the president of a group company in Japan. He has been in charge of management of the Company as President & Representative Director since June 2017 and as Chairman & Representative Director since April 2023. He was elected as a director because he is expected to continue to enhance the decision-making function of the Board of Directors.
- Manabu YAMAZAKI, President & Representative Director
  With extensive business experience gained from working in sales, business and administration divisions at the Company, Manabu YAMAZAKI also served as the president of an overseas subsidiary. He has been in charge of management of the Company as President & Representative Director since April 2023. He was elected as a director because he is expected to continue to enhance the decision-making function of the Board of Directors.
- Yoshihiko HATA, Director & Managing Operating Officer, Business Supervisory & Domestic Group Company Supervisory.
  With extensive business experience gained from working in sales and business divisions at the Company, Yoshihiko HATA also served as the president of a domestic group company and the vice president of an overseas subsidiary, he has been a director of the Company since June 2022, contributing actively to the discussions and reviews of the Board of Directors.
  Based on this record of performance, he was elected as a director because he is expected to continue to enhance the decision-making function of the Board of Directors.
- Susumu IKOMA, Director & Managing Operating Officer, Overseas Business and Overseas Group Company Supervisory of the Company
  With extensive business experience in business divisions and overseas divisions at the Company, Susumu IKOMA has served as a president of domestic group companies and overseas subsidiaries and has experience as a director of a listed company in addition to the Company.
  Based on this record of performance, he was elected as a director because he is expected to continue to enhance the decision-making function of the Board of Directors.
- Fujinori TAZO, Director & Managing Operating Officer, R&D & Production Supervisory
  With extensive business experience gained from working in R&D divisions at the Company, Fujinori TAZO has been elected as a director since June 2020, contributing actively to the discussions and reviews of the Board of Directors.
  Based on this record of performance, he was elected as a director because he is expected to continue to enhance the decision-making function of the Board of Directors.
- Michinobu OMORI, Outside Director
  As he possesses specialized knowledge and experience as a former employee of the Ministry of Finance, he has been appointed as an outside director because he can provide fair and appropriate guidance and advice for the management of the Company.
- Sumie WATANABE, Outside Director
  Sumie WATANABE has her career as the management in a listed company and professional knowledge and experience gained from working as a Diversity & Inclusion officer. Therefore, she has been elected as an outside director because she is expected to provide fair, just, and appropriate guidance and advice to the Company's management as well as valuable advice concerning promotion of active female participation.
- Keiko TAMURA, Outside Director
  Keiko TAMURA has specialized knowledge and experience as an attorney, and also has a wide range of experience, including having served as an auditor and audit and supervisory committee member for listed companies. Therefore, the Company nominates her as a candidate for Outside Director of the Board, because she is expected to provide fair, just, and appropriate guidance and advice to the Company's management.
- Kunihiro IHARA, Full-time Audit & Supervisory Board member
  With extensive experience gained from working in accounting, administration and in charge of managing as a director at the Company, he has been elected as a full-time member of the Audit & Supervisory Board because he is expected to use his knowledge and experience to audit and supervise the Company's management.
- Tomonori KITAMI, Full-time Audit & Supervisory Board member
  With extensive experience gained from working in corporate planning and administration divisions at the Company, he has been elected as a full-time member of the Audit & Supervisory Board because he is expected to use his knowledge and experience to audit and supervise the Company's management.
- Hanae NAKAYA, Outside Audit & Supervisory Board member
  As a certified public accountant and tax accountant, she possesses specialized knowledge and experience. She has been appointed as an Outside Audit & Supervisory Board member because she can apply such experience and knowledge to audits and the supervision of the Company management.

• Naofumi NAGAKAWA, Outside Audit & Supervisory Board member
Naofumi NAGAKAWA has wide knowledge and experience as a chairman of an educational institution. Therefore, he has been elected as an Outside Audit & Supervisory Board member because he is expected to provide guidance and advice to the Company's management on the basis of extensive knowledge.

Supplementary Principle 3-1-3
(1) The sustainability initiatives
Please visit the relevant page of Amano's website and the Sustainability Report.
(https://www.amano.co.jp/en/sustainability/)
(2) Investment in human capital and intellectual property, etc.
The Company reviewed business portfolio, regional policies, and strategies for investment in human capital and intellectual property in formulating the 10th Medium-Term Business Plan launched in April 2026. In addition, the Company will conduct effective monitoring of the efficiency of utilization of management resources, etc. in order to contribute to the sustainable growth of the Company. For details, please refer to the relevant page of Amano's website.
(https://www.amano.co.jp/en/ir/managementpolicy/plan/)
(3) Addressing climate change issues
The Company recognizes that addressing to environmental issues, including climate change, is an important management one, and it is expanding disclosure in stages. Please visit the relevant page of Amano's website. Furthermore, the Company expressed its endorsement of the TCFD recommendations in October 2022. The Company will continue its efforts to address climate change and disclose information based on the TCFD recommendations.
(https://www.amano.co.jp/en/sustainability/environment/)

Supplementary Principle 4-1-1
The Company's Board of Directors Regulations clearly define the matters for the Board of Directors to resolve. They also stipulate that directors in charge of particular operations can decide how to carry out such operations and do so within the range delegated by the president. For the responsibilities of each director, please refer to the relevant page of Amano's website.
(https://www.amano.co.jp/en/corp/executives/)

Principle 4-8
The Company has appointed 3 independent Outside Directors, who are designated as independent officers, and the ratio of Outside Directors at the Board of Directors meets the requirement of one third. For details, please refer to the "Directors" section of this report.

Principle 4-9
Please refer to the Amano Group Corporate Governance Guidelines.

Supplementary Principle 4-10-1
For details of approach, authority, and role, etc. regarding independence of the Nomination Advisory Committee and the Compensation Advisory Committee, please refer to the " Voluntary committees equivalent to nomination or remuneration committees " section of this report.

Supplementary Principle 4-11-1
Please refer to the Amano Group Corporate Governance Guidelines. Also, the skills matrix of the Board members is posted on Amano's website.
(https://www.amano.co.jp/en/sustainability/governance/boardofdirectors/)

Supplementary Principle 4-11-2
Please refer to the Amano Group Corporate Governance Guidelines. For posts held by executives concurrently, please visit the relevant page of Amano's website.
(https://www.amano.co.jp/en/corp/executives/)

Supplementary Principle 4-11-3
During the fiscal year 2025, the Company conducted a questionnaire survey on 12 officers, including 8 directors (including 3 Outside Directors) and 4 Audit & Supervisory Board members (including 2 outside members). Based on the results of the survey, the Board of Directors has determined that the overall effectiveness of the Board of Directors is properly secured.
(1) Structure of the Board of Directors
The Board of Directors consists of talent from within the Company with extensive experience in actual business and highly independent Outside Directors with specialized knowledge of financial and legal affairs, etc., thereby the knowledge, experience, and abilities are well balanced as a whole and secured appropriately.
Furthermore, to further reinforce governance, the ratio of Outside Directors at the Board of Directors is now at one third. In addition, two female officers, outside director and Outside Audit & Supervisory Board member, have been appointed to promote diversity.

(2) Operation of the Board of Directors
The frequency of the current Board of Directors is frequent enough to carry out appropriate decision making in a timely manner.
The attendance rate of directors stands at 100% (that of Outside Directors stands at 100%).
The information and materials on proposed agenda and resolutions are provided to all directors in advance, and sufficient time is allocated for them to examine the contents.
(3) Agenda of the Board of Directors, etc.
Regarding the contents of agenda and resolutions, the Company Group's important information (both quantitative and qualitative) is shared with all directors on a monthly basis, and other important matters are discussed as agenda items at meetings of the Board of Directors as necessary before making decisions.
(4) Structure to support the Board of Directors
Opportunities for seeking the provision of information are appropriately secured to directors and Audit & Supervisory Board members, and coordination between the Internal Audit Unit and directors and Audit & Supervisory Board members is secured. In addition, Corporate Planning personnel, etc., provide support as required to furnish necessary information to outside officers in a timely manner.
In respect of training for officers, opportunities are given to fully understand the roles and responsibilities that executives are expected to fulfill, through measures including holding periodic seminars for executives.
(5) Further enhancement of effectiveness
During the analysis and evaluation of the Board of Directors Meetings, the Directors suggested opinions on further enhancing discussions on medium- to long-term management strategies and strengthening the risk management system. Based on such opinions and discussions, the Company will strive to further improve the effectiveness of the Board of Directors Meetings by ensuring that all relevant issues are thoroughly recognized and shared among the members.

Supplementary Principle 4-14-2
Please refer to the Amano Group Corporate Governance Guidelines.

Principle 5-1
Please refer to the Amano Group Corporate Governance Guidelines.

Conducting Dialogue with Shareholders
The Company's dialogue with shareholders is as follows.
(1) Respondents in charge of dialogue with shareholders
In principle, the director in charge of investor relations and the staff of the Corporate Planning Unit respond to matters regarding dialogue with shareholders, and work together with the related departments as necessary.
(2) The track record and details of dialogues with shareholders
In addition to the Annual Shareholders Meeting, the Company holds financial results briefings for analysts and institutional investors twice a year, at which the Representative Director explains the details of financial results.
In the fiscal year 2025, the Company held 152 meetings with both domestic and overseas institutional investors. The main topics of dialogue at these meetings covered a wide range of topics, including an overview of financial results, business trends, competitive business environment, growth strategy activities, shareholder returns, and ESG initiatives.
Other IR events include overseas IR activities in which the Representative Directors visit various countries to conduct interviews with investors, etc.
(3) Feedback obtained from shareholders
Opinions and other information obtained through the dialogue are reported to the Representative Director, and used as reference for the Company's consideration of corporate governance, formulation of Medium-Term Business Plans, returns to shareholders, and enhancement of disclosures, etc.

In order to maintain the fairness of information, the Company conducts dialogue in accordance with the Amano Group Corporate Governance Guidelines. In principle, the Company provides timely disclosures in Japanese and English simultaneously in accordance with the listing rules stipulated by the Tokyo Stock Exchange on Amano's website. Other disclosures are also made in the same way.

Initiatives to Achieve Cost of Capital and Stock Price Conscious Management

Contents of description	Disclosure of Initiatives (Update)
Last updated	June, 29 2026

Explanation of the applicable item

On April 27, 2026, the Company announced the 10th Medium-Term Business Plan in order to achieve sustainable growth

and enhance its corporate value over the medium- to long-term, which is based on the long-term management vision, "Aiming to be a 100-year company". As specific targets of the business plan, the Company has set consolidated net sales of ¥200,000 million, consolidated operating profit of ¥28,000 million, OPR (operating profit ratio) of 14%, and ROE of over 14% for the fiscal year 2028, and is promoting its efforts toward highly efficient management. In this plan, we have disclosed target levels for the cost of equity, share price, and share price-related performance indicators. In addition, we have also disclosed our cash allocation policy, and a newly revised shareholder return policy.
For details, please refer to the relevant page of Amano's website.
(https://www.amano.co.jp/en/ir/managementpolicy/plan/)
The Company will continue its efforts to achieve cost of capital and stock price conscious management.

2. Capital structure

Percentage of shares held by foreign nationals	20% or more and less than 30%

Major shareholders (Updated)

Name	No. of shares held	Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	9,521,900	13.61
Amano Institute of Technology	6,071,665	8.68
Custody Bank of Japan, Ltd. (Trust account)	4,101,300	5.86
The Dai-ichi Life Insurance Co., Ltd.	3,940,000	5.63
Nippon Life Insurance Company	3,743,256	5.35
STATE STREET BANK AND TRUST COMPANY 505001	1,703,514	2.44
Mizuho Bank, Ltd.	1,624,600	2.32
MUFG Bank, Ltd.	1,470,542	2.10
Tokio Marine & Nichido Fire Insurance Co., Ltd.	1,187,318	1.70
STATE STREET BANK AND TRUST COMPANY 505103	1,065,890	1.52

Controlling shareholders (except for Parent company)	—
Parent company	None

Supplementary explanation (Updated)

“The status of major shareholders” indicates the status as of September 30, 2026. In addition to the above, the Company holds 1,147,681 shares of treasury stock, and the percentage of shares is calculated after deducting treasury shares.

3. Corporate attributes

Stock exchange where Amano's shares are listed and market section	TSE Prime Market
Settlement term	March
Industry type	Machinery
(Consolidated) No. of employees at most recent fiscal year end	1,000 or more
(Consolidated) Net sales for most recent fiscal year	100 billion to 1 trillion yen
No. of consolidated subsidiaries at most recent fiscal year end	10 to 50

4. Guidelines for measures to protect minority shareholders when dealing with the controlling shareholder

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5. Other special circumstances that may have serious effects on corporate governance

CREO Co. Ltd. ("CREO") is an affiliated company accounted for using the equity method of the Company.
CREO has one operating officer for the Company serving as an outside director. In consideration of CREO being a listed affiliates company, the Company recognizes that appropriately protecting the interests of the shareholders and other stakeholders of the listed affiliates company will enhance the corporate value of CREO. Therefore, the Company respects the management independence of CREO.
Furthermore, the Company respects the interests of CREO's minority shareholders in their management, and it follows proper procedures in setting transaction terms and conditions, etc., based on the same principles of competition as other cooperating companies to avoid forcing CREO to engage in unfair and unjust transactions.

II. Management and administrative organizations for managerial decision-making, execution, and supervision, and the status of other corporate governance systems

1. Matters related to the structure of organs, operation of organizations, etc.

Type of organization	Company with corporate auditors

Directors

No. of directors stipulated in the Articles of Incorporation	10
Term of office of directors stipulated in the Articles of Incorporation	2 years
Chairman of the Board of Directors	Chairman
No. of elected directors	8
Appointment of Outside Directors	Yes
No. of appointed Outside Directors	3
No. of Outside Directors designated as independent	3

Relationships with the Company (1)

Name	Attributes	Relationships with the Company (*)										
		a	b	c	d	e	f	g	h	i	j	k
Michinobu OMORI	Other											
Sumie WATANABE	Person from Other Companies								△			
Keiko TAMURA	Attorney											

* About the choices for relationships with the Company
* "○" in a column indicates that the relevant item currently or has recently applied to the director, while "△" indicates it did so in the past.
* "●" in a column indicates that the relevant item currently or has recently applied to any of the director's close family members, while "▲" indicates it did so in the past.

a. Executive officer of the listed company or its subsidiary
b. Executive officer or non-executive director of the listed company's parent company
c. Executive officer of a sister company of the listed company
d. Person who deals mainly with the listed company or executive officer of the company
e. Major client of the listed company or its executive officer
f. Consultant, accounting expert, or legal expert who receives a large amount of money or other types of property in addition to executive remuneration from the listed company
g. Major shareholder of the listed company (if the shareholder is a corporation, an executive officer of the corporation)
h. Executive officer (directors only) of a client of the listed company (who does not fall under any of items (d), (e), or (f))
i. Executive officer (directors only) of an organization that mutually shares an outside executive with the Company
j. Executive officer (directors only) of an organization to which the listed company donates money

k. Others

Relationships with the Company (2)

Name	Independent executive	Supplementary explanation of applicable items	Reason for appointment
Michinobu OMORI	○	Michinobu OMORI has been designated as an independent officer who is unlikely to have conflicts of interest with ordinary shareholders.	He possesses specialized knowledge and experience as a former employee of the Ministry of Finance and he can provide fair, just, and appropriate guidance and advice to the Company's management. Furthermore, in consideration of his concurrent duties and his career to date, the Company believes that he is in an independent position and thus unlikely to have conflicts of interest with ordinary shareholders.
Sumie WATANABE	○	Sumie WATANABE has been designated as an independent officer who is unlikely to have conflicts of interest with ordinary shareholders.	She has her career as the management in a listed company, and professional knowledge and experience gained from working as a Diversity & Inclusion officer. Therefore, she can provide fair, just, and appropriate guidance and advice to the Company's management as well as valuable advice concerning promotion of active female participation. Furthermore, in consideration of her concurrent duties and her career to date, the Company believes that she is in an independent position and thus unlikely to have conflicts of interest with ordinary shareholders.
Keiko TAMURA	○	Keiko TAMURA has been designated as an independent officer who is unlikely to have conflicts of interest with ordinary shareholders.	She has specialized knowledge and experience as an attorney, and she has extensive experience serving as an auditor and a member of the Audit and Supervisory Committee at other listed companies. Therefore, she is expected to provide fair, just, and appropriate guidance and advice to the Company's management. Furthermore, in consideration of her concurrent duties and her career to date, the Company believes that she is in an independent position and thus unlikely to have conflicts of interest with ordinary shareholders.

Voluntary committees equivalent to nomination or remuneration committees	Yes

Establishment of voluntary committees, their structure, and attributes of their chairmen

	Committee name	Total No. of members	Full-time members	Inside directors	Outside Directors	Outside experts	Others	Chairman
Voluntary committee equivalent to the nomination committee	Nomination and Compensation Committee	5	0	2	3	0	0	Outside Director

Voluntary committee equivalent to the remuneration committee	Nomination and Compensation Committee	5	0	2	3	0	0	Outside Director

Supplementary explanation

In order to strengthen fairness, transparency, and objectivity of procedures related to nomination and remuneration of the Board of Directors and to further enhance corporate governance, the Company has set up the Nomination and Compensation Committee, which consists of Outside Directors and Representative Directors. The Committee, a voluntary committee, discusses important matters and report to the Board of Directors, such as appointments and dismissals of executives, their remuneration and successor training plan from the perspective of Outside Directors based on their independence, by making use of their extensive experience and technical knowledge.
The Nomination and Compensation Committee will operate in a manner that does not cause a conflict of interest with general shareholders in accordance with the Nomination and Compensation Committee Regulations. Furthermore, to ensure the independence of this Committee, more than a half of the members shall be independent Outside Directors and the Chairman has changed to an Outside Director since April 2023.
In the fiscal year 2025, the Nomination and Compensation Committee was held four times, in which issues regarding the appointment and dismissal of officers of the Company, the determination of compensation, and succession planning, etc. were discussed. The attendance rate was 100%.

Audit & Advisory Board members

Audit & Advisory Board	Yes
No. of Audit & Advisory Board members stipulated in the Articles of Incorporation	5
No. of appointed Audit & Advisory Board members	4

Cooperation among Audit & Advisory Board members, the accounting auditor, and the Internal Audit Unit

The Company has chosen Ernst & Young ShinNihon LLC as its accounting auditor. The accounting auditor conducts audits of the Company and its group companies in accordance with the Companies Act and the Financial Instruments and Exchange Act. In addition to accounting audits, system audits for the Information System Unit as well as operating audits for the Company's sales offices nationwide and those of its group companies are also planned and conducted throughout the year.
Audit results are reported to Audit & Supervisory Board members as required, and these members hold consultations when necessary to exchange information on the audit policy and any problems that occur.
In addition, the Company has established a quarterly audit report meeting in which Outside Directors and Audit Supervisory Board members along with full-time Audit Supervisory Board members and accounting auditor, shared information.
Remuneration based on the duties stipulated in Article 2, Paragraph 1 of the Certified Public Accountants Act is 53 million yen.
In order to step-up compliance efforts and improve its Internal Control Systems, the Company has established the Internal Audit Unit, thus putting in place a system that enables it to audit the performance of each business.
In addition to formulating an annual audit plan at the beginning of the year, the Internal Audit Unit also conducts internal audits of matters requested by Audit & Advisory Board members through consultations with the Audit & Supervisory Board. The results of such audits are reported to the Representative Directors and if necessary, to the Board of Directors as well.
The Internal Audit Unit convenes a monthly forum for sharing information between the Representative Directors and full-time Audit & Supervisory Board members. In addition, the Internal Audit Unit holds another meeting twice a year with Outside Directors along with both full-time and Outside Audit & Supervisory Board members to share the status of internal audits.

Appointment of Outside Audit & Advisory Board members	Yes
No. of appointed Audit & Advisory Board members	2
No. of Outside Audit & Advisory Board members designated as independent	2

Relationships with the Company (1)

Name	Attributes	Relationships with the Company (*)												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Hanae NAKAYA	Certified Public Accountant													
Naofumi NAGAKAWA	Other													

* About the choices for relationships with the Company
* "○" in a column indicates that the relevant item currently or has recently applied to the auditor, while "△" indicates it did so in the past.
* "●" in a column indicates that the relevant item currently or has recently applied to any of the auditor's close family members, while "▲" indicates it did so in the past.

a. Executive officer of the listed company or its subsidiary
b. Non-executive director or accounting consultant at the listed company or its subsidiary
c. Executive officer or non-executive director at the listed company's parent company
d. Corporate auditor at the listed company's parent company
e. Executive officer of a sister company of the listed company
f. Person who deals mainly with the listed company or executive officer of the company
g. Major client of the listed company or its executive officer
h. Consultant, accounting expert, or legal expert who receives a large amount of money or other types of property in addition to executive remuneration from the listed company
i. Major shareholder of the listed company (if the shareholder is a corporation, an executive officer of the corporation)
j. Executive officer (the members only) of a client of the listed company (who does not fall under any of items (f), (g), or (h))
k. Executive officer (the members only) of an organization that mutually shares an outside executive with the Company
l. Executive officer (the members only) of an organization to which the listed company donates money
m. Others

Relationships with the Company (2)

Name	Independent executive	Supplementary explanation of applicable items	Reason for appointment
Hanae NAKAYA	○	Hanae NAKAYA concurrently serves as the representative of Nakaya Accounting Office, a certified accountant and tax accountant, and a partner of Tachibana Audit Corporation. She has been designated as an independent officer who is unlikely to have conflicts of interest with ordinary shareholders.	As a certified public accountant and tax accountant, she possesses specialized knowledge and experience, therefore she can provide fair, just, and appropriate guidance and advice to the Company's management. Furthermore, in consideration of her concurrent duties and her career to date, the Company believes that she is in an independent position and thus unlikely to have conflicts of interest with ordinary shareholders.
Naofumi NAGAKAWA	○	Naofumi NAGAKAWA concurrently serves as a chairman of Fujimigaoka-Gakuen, an educational institution. He has been designated as an independent officer who is unlikely to have conflicts of interest with ordinary shareholders.	He has extensive knowledge and experience as a chairman of an educational institution. Therefore, he is expected to provide fair, just, and appropriate guidance and advice to the Company's management. Furthermore, in consideration of his concurrent duties and his career to date, the Company believes that he is in an independent position and thus

			unlikely to have conflicts of interest with ordinary shareholders.

Independent executives

No. of appointed independent executives	5

Other matters related to independent executives

The Company designates all outside executives that satisfy the criteria to be independent executives as such.

Incentives

Implementation of measures related to granting incentives to directors	Introduction of a performance-linked remuneration system and more

Supplementary explanation of the applicable item

The Company, which abolished the executive retirement allowance system at the conclusion of the 92nd Annual Shareholders Meeting held on June 27, 2008, has introduced share price-linked remuneration to link executive remuneration to shareholder value more closely. It pays a certain percentage of monthly remuneration by acquiring Company shares and contributing such shares to the executive stock ownership association. All shares thus acquired by executives must be held throughout their terms of office.

In addition, pursuant to a resolution at the 100th Annual Shareholders Meeting, held on June 29, 2016, the Company has implemented a mechanism called BIP (Board Incentive Plan) Trust as a Performance-Based Stock Remuneration Plan for Executives, which is linked with the period of the 7th Medium-Term Business Plan, launched in April 2017. With the launch of the 9th Medium-Term Business Plan in April 2023, this BIP trust period has been extended for the same period accordingly after partial revision. With the launch of the 10th Medium-Term Business Plan in April 2026, this BIP trust period has been extended for the same period accordingly after partial revision.
Under this system, a certain number of merit points scaled to the executive's rank, will be awarded depending on the target achievement ratio for consolidated operating profit, consolidated net sales, and ROE. Thus, the system is designed to award incentives to directors and other executives so that they work to achieve these indicators.
Please refer to the securities report for details on performance-linked compensation.
(Japanese language: https://www.amano.co.jp/ir/library/securities_report/)

Executives eligible for stock options	

Supplementary explanation of the applicable item

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Directors' remuneration

Disclosure (of individual directors' remuneration)	Partial disclosure only

Supplementary explanation of the applicable item

For those individuals whose total compensation exceeds ¥100 million from consolidated remuneration, etc., the total amount is separately disclosed. Please refer to the securities report for the disclosure of individual director's compensation.
(Japanese language: https://www.amano.co.jp/ir/library/securities_report/)

Director's compensation for FY2025 are as follows:
Directors (6): JPY417 million (excluding Outside Directors)
Audit & Supervisory Board members (3): JPY51 million (excluding Outside members)
Outside Officers (6): JPY65 million

The existence of a policy to decide remuneration amounts and their calculation method	Yes

Disclosure of the policy to decide remuneration amounts and their calculation method

The amounts of directors' and Audit & Supervisory Board members' remuneration are determined by taking into maximum consideration the report by the Nomination and Compensation Committee as well as by taking into account directors' and members' responsibilities and performance records, management results, and the economic situation within the range of the remuneration limits resolved by the relevant shareholders meeting. Remuneration for directors is decided by consultations among Representative Directors based on remuneration policies prescribed by the Board of Directors Meetings, while that for Audit & Supervisory Board members is decided by consultations among them.
Please refer to the securities report for details on officer compensation and other matters.
(Japanese language: https://www.amano.co.jp/ir/library/securities_report/)

Support for Outside Directors (Outside Audit & Supervisory Board members)

The Company does not assign dedicated personnel to Outside Directors and Outside Audit & Supervisory Board members; however, to provide relevant information to these executives appropriately in a timely manner, Corporate Planning personnel support Outside Directors, the Internal Audit Unit and Accounting personnel support Outside Audit & Supervisory Board members, and the Corporate Administration Division Secretarial Office supports them in other general matters.

2. Matters related to functions such as business performance, auditing, and supervision, nominations, and decisions on remuneration (Overview of current corporate governance systems)

To enhance the Board of Directors' effectiveness, the Company limits the number of directors to 10 in its Articles of Incorporation. It has carried out reforms such as establishing systems that enable it to deliberate and resolve important management issues as well as to make swift decisions on business strategy, medium- to long-term management policy, and so on for the group. As part of these efforts, the Company has introduced the Operating Officer System since April 2005; under this system, it aims to achieve swifter decision-making and greater managerial efficiency through substantial delegation of authority.

In order to strengthen fairness, transparency, and objectivity of procedures related to nomination and remuneration of the Board of Directors and to further enhance corporate governance, the Company has set up the Nomination and Compensation Committee, which consists of Outside Directors and Representative Directors. The Committee, a voluntary committee, discusses important matters and report to the Board of Directors, such as appointments and dismissals of executives, their remuneration and successor training plan from the perspective of Outside Directors based on their independence, by making use of their extensive experience and technical knowledge.

The Company has also set up various internal committees, which together constitute the foundation of its CSR (Corporate Social Responsibility) initiatives and risk management systems; examples include the Compliance Committee and the Risk Management Committee. It strives to make their operation more effective. The details of their activities are reported to Representative Directors as required and to the Board of Directors when necessary. For more information on these committees, please refer to the "Corporate Governance System: conceptual diagram."

○ Activities of the Board of Directors
In the fiscal year 2025, the Board of Directors met eight times, and the attendance of all directors was 100% (including 100% for Outside Directors).

○ Matters related to Outside Directors
The Company has appointed 3 Outside Directors.
Outside Directors possess specialized knowledge and experience as a lawyer, a former employee of the Ministry of Finance, and the management in the listed company working as a Diversity & Inclusion officer. In addition, they have gained extensive expertise through their careers and as such, the Company believes that they can aid the management by providing fair, just, and appropriate guidance and advice. The Company has designated them as independent executives who are unlikely to have conflicts of interest with ordinary shareholders.

○ Initiatives to strengthen the functions of the Audit & Supervisory Board members
The Company appoints Outside Audit & Supervisory Board members in order to utilize their specialize knowledge, experience, and abilities to enhance the Company's audit system. Among these members, the Company designates all of them as independent officers who are unlikely to have conflicts of interest with ordinary shareholders. The Company expects all members to express their fair opinions from an independent point of view.

In addition, the Company has established a framework whereby the staff of the Internal Audit Unit and the Corporate Planning Unit support the audits conducted by the Audit & Supervisory Board.

○ Audits
- Audit & Supervisory Board (four members, including two part-time outside members)
Audits & Supervisory Board audits are conducted by full-time Audit & Supervisory Board members in accordance with the audit policies and plans, and the division of duties determined by the Audits & Supervisory Board. In addition to attending Board of Directors' meetings, the members actively participate in various internal meetings to monitor the directors' duty execution. The members may also request reports from group companies if deemed necessary, to

investigate the status of business operations and asset conditions. In addition, as an observer, the members may participate in various committee meetings, which are the core bodies of internal control, to constantly share information and hence be in a position to monitor the status of the Group's internal control mechanism.
The Outside Audit & Supervisory Board members participate in determining audit policies and plans, division of duties, etc. at the Audit & Supervisory Board meetings. They provide fair and appropriate guidance and advice, and attend Board of Director meetings to monitor the director's duty execution.
The Company has established a framework whereby the full-time and Outside Audit & Supervisory Board members and the Outside Audits along with Outside Directors, the Internal Audit Unit, and the accounting auditor can collaborate and share information such as audit status reports.

- Internal Audit Unit
  Regarding internal audits, the Internal Audit Unit audits the status of business execution of the Company and its group companies. In addition to conducting audits based on their annual audit plan, which is formulated at the beginning of the year, the Unit will consult with the Audit & Supervisory Board members and conduct internal audits on specific topics requested by them. The audit results are reported to Representative Directors and if deemed necessary, to the Board of Directors and the Audit & Supervisory Board.
  The Internal Audit Unit has established a monthly forum for sharing information with Representative Directors and full-time Audit & Supervisory Board members. In addition, they will convene twice-a-year meetings with Outside Audits and Outside Audit & Supervisory Board members to share the status of internal audits.
- Accounting auditor
  In accordance with the companies Act and the Financial Instruments and Exchange Act, Ernst & Young ShinNihon LLC conducts accounting audits of the Company and its group companies. Audit results are reported to the Audit & Supervisory Board, the Internal Audit Unit, and the Accounting Division at any time.
  The certified public accountants who conducted audits for the fiscal year 2025 and their lengths of service are as follows.
  Masaki MITSUJI, designated limited liability partner and engagement partner (length of continuous service as an auditor: 1 year)
  Minoru OTA, designated limited liability partner and engagement partner (length of continuous service as an auditor: 6 years)

3. Reason for selecting the current corporate governance system

In establishing its corporate governance system, the Company referred to the "Appointment of Outside Directors and Cooperation with the Board of Corporate Auditors," one of the corporate governance models presented in the Report of the Study Group on the Internationalization of the Japanese Financial and Capital Markets published by the Financial Systems Council's Committee on Financial Systems on June 17, 2009. Outside Directors and Outside Audit & Supervisory Board members express their opinions about putting internal controls in place and making all-out efforts to operate them in the Company's departments and its group companies from an external, independent point of view.

III. Implementation of measures for shareholders and other stakeholders

1. Initiatives to enliven shareholders meetings and ensure the smooth exercise of voting rights

	Supplementary explanation
Sending notices of convening shareholders meetings well in advance	In order to send notices that shareholders meetings will be convened well in advance, the Company is reviewing its methods for producing such notices and selecting tools to make procedures efficient.
Allowing shareholders to exercise their voting rights using an electromagnetic method	The Company has introduced a system that allows shareholders to exercise their voting rights using an electromagnetic method.
Participation in a platform to allow electronic exercise of voting rights and other initiatives to create a better environment for exercising voting rights by institutional investors	The Company participates in the ICJ-run platform to enable institutional investors to exercise their voting rights electronically.
Provision of notices of convocation (summaries) in English	The Company translates its notices of convocation, particularly proposed resolutions, into English and posts such translations on Amano's website. (https://www.amano.co.jp/en/information/)
Others	In addition to the foregoing, the notice of the annual shareholders meeting is posted on Amano's website. (https://www.amano.co.jp/en/ir/stock/meeting/)

2. IR-related activities (Updated)

	Supplementary explanation	Explanation by the representative in person
Formulation and public announcement of Disclosure Policy	The Company has formulated a Disclosure Policy and published it on Amano's website. Furthermore, due to the introduction of the Fair Disclosure Rule, the Disclosure Policy was revised in April 2018. (https://www.amano.co.jp/en/ir/disclosure/)	
Holding briefings for analysts and institutional investors periodically	The Company holds briefings for analysts and institutional investors twice a year (after announcing its financial results for the entire year and after announcing those for the second quarter). At these briefings, the Representative Director explains not only the financial results but also the medium- to long-term management plans and performance forecasts.	Yes
Posting IR materials on Amano's website	The Company provides shareholders and investors with useful information such as financial summaries, securities reports, briefing materials, integrated report, business reports, financial reports, and financial highlights. (https://www.amano.co.jp/en/ir/)	
Establishment of an IR department (persons in charge)	The Corporate Planning Unit's Corporate Planning Division is responsible for IR. As the operating officer in charge of IR, the Company has appointed a person who serves concurrently as Operating Officer and Corporate Planning General Manager.	
Others	Regarding IR overseas, Representative Director and the director in charge of IR visit overseas regularly to exchange opinions with investors.	

3. Initiatives to respect the position of stakeholders (Updated)

	Supplementary explanation
Stipulation that the position of stakeholders be respected in internal regulations, etc.	The Amano Group Basic Policy for Corporate Governance and the Amano Group Corporate Governance Guidelines clearly state that it shall pursue co-prosperity with its supporters, namely all people and society, and shall respect the position of, and strive to appropriately cooperate with and correspond to its stakeholders.
Environmental protection, CSR, and other activities	The Group has striven to achieve environmental management by establishing environmental principles and policies as well as by taking the needs of the environment into consideration when conducting its business activities. In addition, the Environmental & Social Report is posted since 2019 on Amano's website, the Sustainability Report is posted since 2022, and the Integrated Report is posted since 2026. (https://www.amano.co.jp/en/sustainability/report/)
Formulation of a policy for providing information to stakeholders	The management policy of the Group clearly states that returning profits to stakeholders is one of its management guidelines and that it aims to continue to do so by achieving sustained business growth.

IV. Matters related to internal control systems, etc.

1. Basic policy for internal control systems and its establishment

The Company has put in place systems to ensure appropriate operation of the corporate group consisting of the Company and its subsidiaries by making business operations effective and efficient, compiling reliable financial reports, and complying with laws and ordinances (hereafter, "internal controls"). The following describes the details of specific internal controls.

(1) System to ensure that directors and employees of the Company and its subsidiaries comply with laws and ordinances and the Articles of Incorporation when performing their duties

1) The Company has established regulations for the Group's compliance system, including corporate ethical standards, and provided a code of conduct to ensure that all directors, operating officers, managers, and employees (hereafter, "executives and employees") observe laws and ordinances, the Articles of Incorporation, and social codes when they act.
   In addition, for ensuring thorough compliance, the Company has set up the Compliance Committee, which oversees efforts toward compliance in a manner that covers the Group horizontally, thereby discussing important issues and conducting training for executives regarding compliance.
   The Internal Audit Unit works with the Compliance Committee to audit the overall status of compliance within the Group. These activities are reported to the Board of Directors and the Audit & Supervisory Board periodically.
2) The Company has established a system by which if executives and employees of the Company or its subsidiaries discover something or someone that is suspected to violate a law or ordinance, they must immediately report such discovery to the Compliance Committee. This system includes a compliance hotline, which allows employees to directly report anonymously any suspected violation of laws or ordinances. Upon receiving a report of such an act, the Committee must investigate the details, discuss and decide recurrence prevention measures with the department(s) in charge, and, if such a violation is likely to be committed throughout the Company, report it to the Board of Directors and the Audit & Supervisory Board.
3) The Company will not maintain relationships of any kind with antisocial forces, which harm the social order and sound corporate activities, and will work closely with dedicated external organizations such as the police to adopt an undaunted attitude against such forces on a company-wide scale.

(2) Matters related to the storage and management of information describing directors' performance of their duties
In accordance with its document management regulations, the Company records and stores information on directors' performance of their duties in print form or on electromagnetic media. The document management regulations allow directors and Audit & Supervisor Board members to view this information at any time.

(3) Regulations and systems to manage the risk of losses at the Company and its subsidiaries
The risk management supervisor, in cooperation with the director in charge of compliance, formulates risk management regulations that systematically stipulate the details of the Group's risk management. These regulations prescribe risk categories and responsible departments, control the Group's risks in an exhaustive and comprehensive manner, and clarify risk management systems. The Internal Audit Unit conducts audits of each department's risk management status. The results of such audits are reported to the Board of Directors and the Audit & Supervisory Board.

(4) Systems to ensure that the directors of the Company and its subsidiaries perform their duties efficiently
In order to ensure that the directors of the Company and its subsidiaries perform their duties efficiently, the Board of Directors reasonably divides the duties of directors among all directors and establishes authorities and other regulations, including check functions, and sets management goals that should be shared by all executives and employees. To achieve the goals, the directors in charge of operations devise specific measures that should be taken by each department and determine methods to efficiently implement such measures, including delegation of authorities. They also build systems by which managerial and administrative data are swiftly reported to the Board of Directors, all directors, and all managers and administrators by using IT.
The Board of Directors periodically reviews the results of these efforts, and, based on these results, encourages improvements such as eliminating or reducing factors that hinder efforts for greater efficiency, thus ensuring more precise attainment of the goals and greater operational efficiency on a group-wide scale.

(5) Systems to ensure that the corporate group consisting of the Company and its subsidiaries operates appropriately

1) In order to build internal controls for its own organization and that of its subsidiaries, the Company has established a department in charge of internal controls for subsidiaries within its own organization. It has also set up structures such as a system that enables the Company and its subsidiaries to consult each other about internal controls, to share information, and to ensure that instructions and requests are conveyed efficiently.
2) The directors and operating officers of the Company and the presidents of its subsidiaries have powers and responsibilities to build and operate internal controls in order to ensure that all departments properly perform their business.
3) The Company's Internal Audit Unit conducts internal audits of the Company and its subsidiaries and reports the results to the department in charge referred to in Section 1) and the managers referred to in Section 2). The

department in charge provides guidance on internal control improvement measures and gives assistance and advice on such measures' implementation.

4) In accordance with the Group company management regulations, all group companies must periodically report to the Company their business performance and financial conditions as well as provide information on other important matters.

(6) Matters regarding the independency of employees from concerned officers and the effectiveness of instructions given, in the event where Audit & Supervisory Board members request the assistance from the subject employees to conduct their duties

1) The Internal Audit Unit shall conduct internal audits on specific topics requested by Audit & Supervisory Board members which are decided through consultations with full-time Audit & Supervisory Board members. The audit results shall be reported to the Audit & Supervisory Board.
2) In the event where Audit & Supervisory Board members give instructions to employees in order to conduct their audit, the employee shall be sanctioned from any related instructions from any officers and/or the division manager of the Internal Audit Unit. Furthermore, the instructions from Audit & Supervisory Board members shall take precedence over the regular duties of the subject employees.

(7) Systems for any executives and employees of the Company and directors, Audit & Supervisory Board members, operating officers, managers, and employees of its subsidiaries as well as those who receive reports therefrom to report to the Audit & Supervisory Board, and other systems for reporting to the Audit & Supervisory Board

1) In addition to matters required by law, executives and employees of the Company and directors, Audit & Supervisory Board members, operating officers, managers, and employees of its subsidiaries as well as those who receive reports therefrom shall swiftly report to the Audit & Supervisory Board any matters that have serious effects on the Company or the Group, the implementation of internal controls, or reports made through the compliance hotline and their details. Reporting methods, including who reports to whom and when, shall be determined by consultation between the Board of Directors and the Audit & Supervisory Board.
2) The Group prohibits any executives and employees of the Company and its subsidiaries who make reports to the Audit & Supervisory Board from being treated disadvantageously because they have made such a report.

(8) Other systems to ensure that the Audit & Supervisory Board conducts audits effectively

1) The Audit & Supervisory Board shall periodically hold meetings to exchange opinions with Representative Directors.
2) If, in order to perform their duties, Audit & Supervisory Board members request the Company to make an advance payment of expenses or similar, the Company shall pay said expenses or repay liabilities unless doing so is considered to be unnecessary for the members to perform their duties.

2. Basic policy to banish antisocial forces and its implementation

In its basic policy for internal controls and corporate ethics programs, the Company clarifies its policy toward antisocial forces and makes all-out efforts to implement the policy on a group-wide scale.

The Group has no involvement with any individuals or organizations that have adverse effects on the social order and sound corporate activities. In particular, management takes the initiative in acting properly without fearing such forces. The three principles to take an undaunted attitude toward such individuals and organizations are "Do not fear," "Do not give money," and "Do not use."

Specifically, our initiatives include asking our business partners to submit a pledge that they have banished antisocial forces and, when entering into basic business and other contracts, exchanging agreements with clauses on banishing antisocial forces as required.

V. Other matters

1. Introduction of takeover defense measures

Introduction of takeover defense measures	None

Supplementary explanation of the applicable item

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2. Other matters related to corporate governance systems, etc.

(1) Outline of the timely disclosure system

The Company considers it an important responsibility to disclose relevant corporate information to investors in a timely manner. Based on such an understanding and the timely disclosure regulations of the stock exchange on which it is listed, the Company strives to achieve fair and transparent management by swiftly and properly disclosing information on important decisions, financial results, and serious events that occur as well as information that is likely to affect investors' investment decisions.

All information is forwarded to the Corporate Planning and the Corporate Administration Units. Information on compliance is managed by the Compliance Committee, information on business risks is managed by the Risk Management Committee, and personal and confidential information is managed by the Information Security Management Committee in order to analyze and examine its content. Important information is controlled by information managers in an integrated manner, and every time information is received, it is forwarded to Representative Directors and disclosed by the Information Disclosure Unit after the Board of Directors' approval is obtained. The Company has established its internal system that enables it to disclose information based on appropriate decisions with information checked by the Audit & Supervisory Board, the accounting auditor, legal counsel, and the Internal Audit Unit as required prior to disclosure. Please also refer to the "Outline of the Timely Disclosure System: conceptual diagram."

In April 2014, the Company established the Timely Disclosure Rules to clarify anew the manner in which important information should be managed in supervision, responsibilities, operation as well as for timely disclosure. The Disclosure Policy was revised due to the introduction of the Fair Disclosure Rule in April 2018.

(2) Other matters

In response to the internal control report system instantiated in April 2008, the Company is actively working to establish internal controls for financial reporting under the leadership of the J-SOX Committee. Specifically, it is documenting the business processes covered by the system, evaluating the progress of establishing and operating internal controls, and providing training at all group companies.

In addition, the Internal Control Unit has actively audited the Company's sales offices and production sites as well as group companies nationwide.

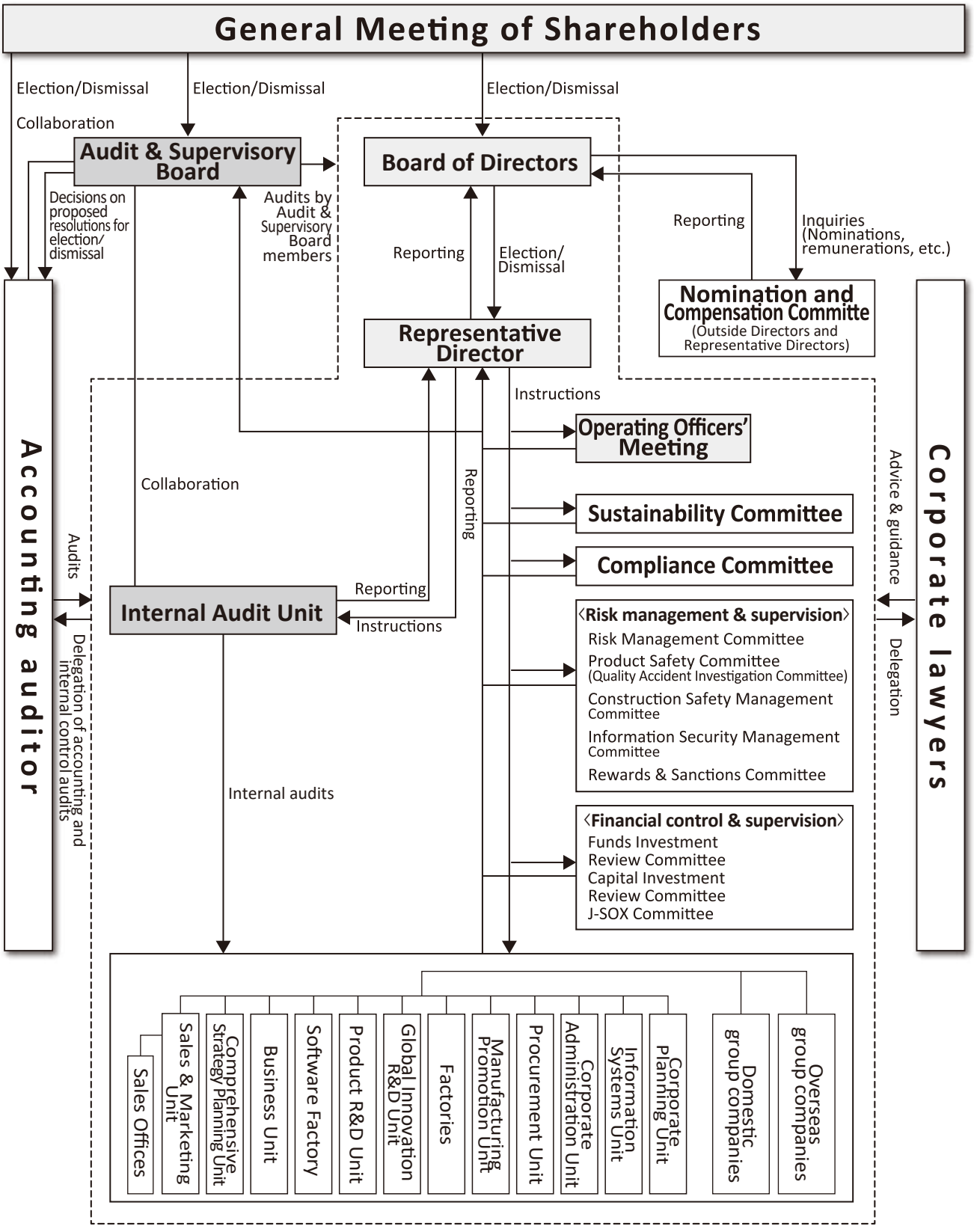
In April 2015, the Company established the Amano Group Basic Policy for Corporate Governance and the Amano Group Corporate Governance Guidelines in order to clarify the Group's approach to and policy for corporate governance. The Amano Group Corporate Governance Guidelines was revised in October 2021.

In addition, the Company established the Management Advisory Council in April 2015 to further strengthen the governance system but abolished this council in October 2021 and established a new Nomination and Compensation Committee, and the Chairman was changed to an Outside Director in April 2023. Furthermore, in April 2022, it established the Sustainability Committee in order to balance the promotion of efforts to realize a sustainable society with the enhancement of corporate value.

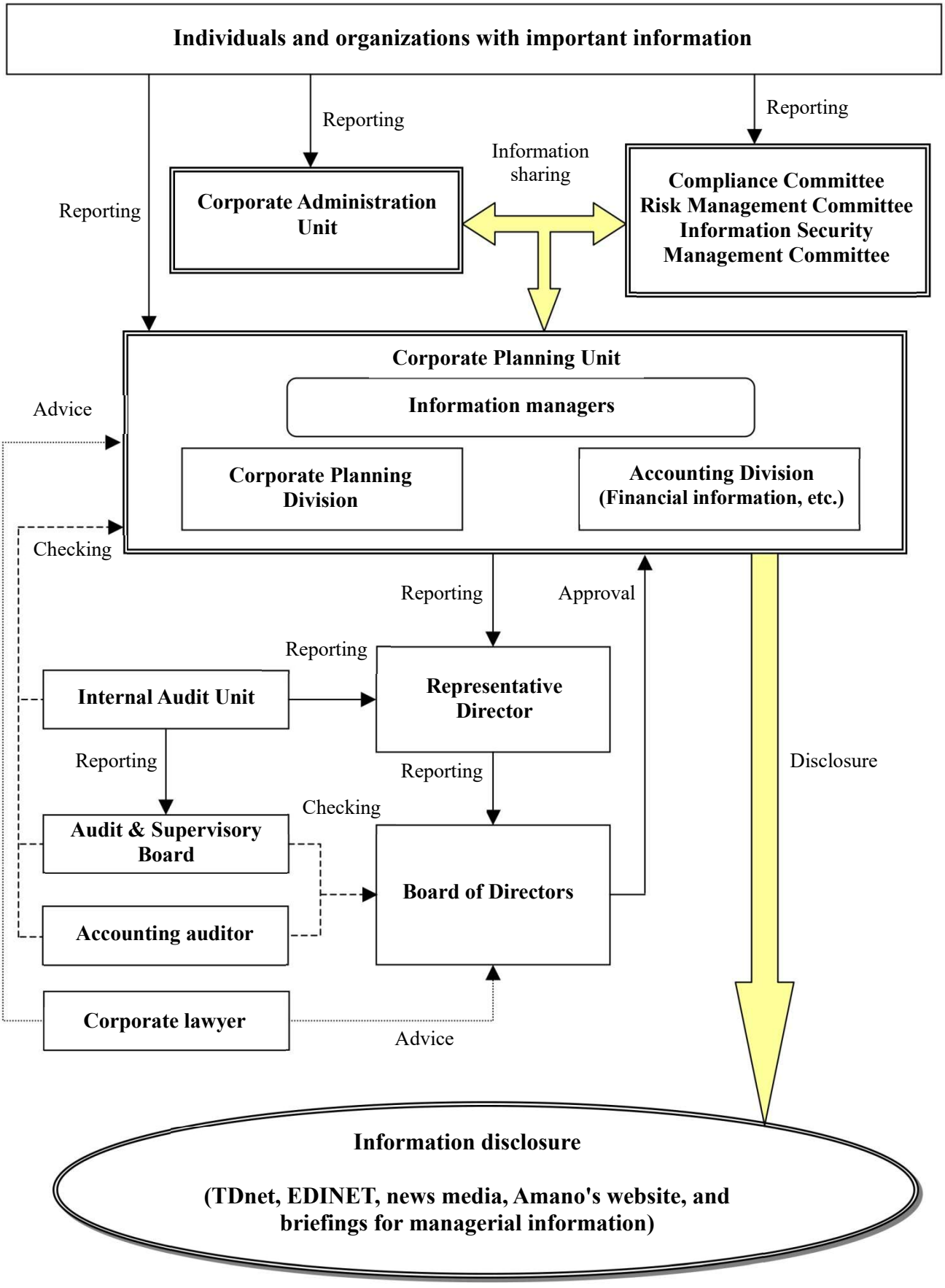
In December 2022, the Company revised the Amano Human Rights Policy and appointed the Human Rights Policy Response Officer to oversee compliance with the policy and promote it.

In June 2023, the Company has changed the Convener and the Chairman of the Board of Directors from the Director President to the Director Chairman in order to clearly segregate the duties of management supervision and policy implementation.

April 1, 2026


General Meeting of Shareholders
Election/Dismissal
Election/Dismissal
Election/Dismissal
Collaboration
Audit & Supervisory Board
Board of Directors
Decisions on proposed resolutions for election/ dismissal
Audits by Audit & Supervisory Board members
Reporting
Election/ Dismissal
Reporting
Inquiries (Nominations, remunerations, etc.)
Nomination and Compensation Committe
(Outside Directors and Representative Directors)
Representative Director
Instructions
Operating Officers' Meeting
Collaboration
Reporting
Sustainability Committee
Compliance Committee
Audits
Reporting
Internal Audit Unit
Instructions
〈Risk management & supervision〉
Risk Management Committee
Product Safety Committee
(Quality Accident Investigation Committee)
Construction Safety Management Committee
Information Security Management Committee
Rewards & Sanctions Committee
Internal audits
〈Financial control & supervision〉
Funds Investment Review Committee
Capital Investment Review Committee
J-SOX Committee
Accounting auditor
Delegation of accounting and internal control audits
Advice & guidance
Delegation
Corporate lawyers
Sales Offices
Sales & Marketing Unit
Comprehensive Strategy Planning Unit
Business Unit
Software Factory
Product R&D Unit
Global Innovation R&D Unit
Factories
Manufacturing Promotion Unit
Procurement Unit
Corporate Administration Unit
Information Systems Unit
Corporate Planning Unit
Domestic group companies
Overseas group companies

Outline of the Timely Disclosure System



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