

Last Update: June 30 2025**AIR WATER INC.**

Chairman, Chief Executive Officer Kikuo Toyoda

Contact: Governance Office

TEL : 06-6252-1757

Securities code: 4088

<https://www.awi.co.jp/en/index.html>

The corporate governance of [AIR WATER INC] (the “Company”) is described below.

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

1. Basic Views

The Company believes that conducting fair corporate activities in accordance with social common sense and earning the trust of all stakeholders, including shareholders, customers, local communities, and employees, is essential to the sustainable development of a company and maximization of its corporate value. We also recognize that the enhancement of our corporate governance, including internal control systems, is the most important management issue in earning the trust of stakeholders and fulfilling its corporate social responsibility.

We will build a management system that fully functions for proper management decision-making, appropriate and prompt business execution based on such decision-making, as well as supervision and monitoring of such business execution. Along with that, we will enhance corporate governance by ensuring management transparency through disclosure of a wide range of information.

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

The Company complies with all of the principles of Japan’s Corporate Governance Code.

Disclosure Based on the Principles of the Corporate Governance Code **【Update】**

[Principle 1-4] (Strategically held shares)

<Policy on relational shareholdings>

We hold relational shareholdings for the purpose of creating business opportunities, expanding transactions, and maintaining relationships with business partners.

The criteria to determine whether new acquisitions and continued holdings are appropriate are whether business relationships, alliances, collaborations, and other cooperative relationships with the target companies will contribute to the Group’s corporate value over the medium- to long-term.

We have a policy of continuously reducing these holdings, taking into consideration the risk of stock price fluctuations, holding costs, capital efficiency, and other factors.

<Examination of relational shareholdings>

The Board of Directors closely examines each individual relational shareholding every year to review whether the benefits and risks of the holding worth capital costs as well as whether such holding is aligned with our goal of improving corporate value over the medium- to long-term.

For holdings where significance and rationality cannot be confirmed, we proceed with reduction through sales and other means as appropriate, taking into consideration the circumstances of the Company, stock prices, market trends, and other factors. In FY2023, as in the previous year, we continued to sell some of its shares.

<Voting rights exercise criteria for relational shareholdings>

Regarding the exercise of voting rights for relational shareholdings, the Company makes a decision on each proposal by considering whether the content of the proposal contributes to the sustainable growth and medium- to long-term improvement of the corporate value of the investee company, and whether there is a risk of damaging the value of the Group's shareholders.

<Supplementary explanation >

(1) Number and balance sheet amounts of relational shareholdings (as of Mar. 31, 2025)

Number of issues : 31 (stocks) , Total amount recorded on balance sheet : 33,857 (million yen) *listed stock

(2) Number of listed relational shareholding (end of the FY)

2019	2020	2021	2022	2023	2024
82	79	72	58	44	31

[Principle 1-7] (Transactions between related parties)

In accordance with the Companies Act and other applicable laws and regulations as well as the Company's "Rules of the Board of Directors," any competing transactions and conflict-of-interest transactions by directors require approval of the Company's Board of Directors. If any of these transactions is conducted, such material fact shall be reported to the Board of Directors without delay. With regard to transactions between the Company and related parties, the Company investigates the details of each transaction and, in accordance with applicable laws and regulations, discloses the details of such transactions, if any, in the notes to its financial statements and in the Securities Report.

[Supplementary Principle 2-4-1]

We will strengthen recruitment and training of female employees and foster a working environment that respects diversity to promote the empowerment of female employees and various other groups of employees to secure talented human resources and achieve business growth.

<Promotion of empowerment of women>

As a key initiative for achieving further growth of the Company, we have set a goal of building a diverse organization and increasing the ratio of female managers to at least 10% (actual ratio in FY2024: 5.7%). While we have been continuing efforts to support career building through the mentoring system and enhance our female leader development program, we will also introduce new efforts to change the awareness of those around female employees through training and lectures for supervisors of candidates for female managers.

In addition, as part of our efforts to promote women to management positions in the future, we are actively recruiting new female graduates and appointing female assistant managers and senior staff members. The ratio of women among all new

graduate hires is more than 40% (50% in FY2024). In our selection process for employment, female applicants are interviewed by our female employees to answer and address their questions and concerns. We are actively disseminating information about the Company's working environment and systems to empower women through our website and recruitment platform.

<Acquisition rate of male employees taking childcare leave/absence>

In order to establish a workplace culture in which employees can achieve work-life balance regardless of gender, we aim to increase the combined rate of male employees taking childcare leave and absence to 40% or more. Thanks to our efforts involving not only eligible employees but also those around them, such as explaining the system to eligible employees and their supervisors, encouraging them to take the leave/absence, conducting individual interviews with them, and promoting workstyle reforms, we are achieving steady progress in fostering a culture within the Company that encourages male employees to take childcare leave/absence. In fiscal 2024, the acquisition rate was 71% (15.4 days on average).

<Promotion of women, foreign nationals, and mid-career hires to management positions>

We evaluate performance and abilities of women, foreign nationals, and mid-career hires and assign them to managerial positions in the same manner as other employees, based on the principle of placing the right person in the right job. (37 mid-career hires in FY2024 (including 16 in management positions), 14 foreign national employees (including 1 in management position))

[Principle 2-6] (Fulfilling functions as owner of corporate pension assets)

The Company has a system in place to fulfill its expected role in managing reserves in corporate pension funds (DB plan) by assigning personnel with expertise to the Administrative Board, an executive body, and the Secretariat.

In addition, the Asset Management Committee is composed of personnel with expertise in such functions from the human resources, accounting, and finance divisions, and a system is in place to confirm sound management of pension funds from the perspective of expertise and protection of beneficiaries.

All pension funds have been transferred to the defined contribution pension system (DCPS) after October 1, 2021.

[Principle 3-1] (Enhancement of information disclosure)

(i) Our goals, Management strategy and Management plan

We have set and disclosed our Group's Management Philosophy. For details, please see our website.

(<https://www.awi.co.jp/en/company/idea.html>)

We have also formulated and announced a new medium-term management plan, "terrAWell30 2nd stage," covering the three-year period from fiscal 2025 to 2027. For details, please see our website.

(<https://www.awi.co.jp/en/ir/management/plan.html>)

(ii) Basic views on corporate governance

Please refer to I-1. "Basic Views" of this Report.

(iii) Policies and procedures for determining remuneration of senior management and directors

As for the composition of remuneration of directors, the proportion of base remuneration, performance-linked remuneration, and non-monetary rewards for directors is set at 7:2:1 as a guide, based on the remuneration range of other companies in the same industry or the same scale of operation.

In addition, the total amount of remuneration for individual directors is determined by the Board of Directors based on a

proposal prepared by the Nomination and Compensation Committee, a voluntary advisory body to the Board of Directors, after thorough deliberation, within the range of the amount preliminarily resolved at the General Meeting of Shareholders. The decision on the specific timing of payment and proportion of remuneration for each director shall be entrusted to Kikuo Toyoda, Chairman and Representative Director, Chief Executive Officer (CEO).

Regarding the policies and procedures for determining remuneration of directors, please refer to II-1. “Organizational Composition and Operation [Director Remuneration]” of this Report.

(iv) Policies and procedures for appointing/dismissing senior management and nominating candidates for directors and corporate auditors

With respect to the appointment/dismissal of senior management and the nomination of candidates for directors and corporate auditors, the Company’s policy is to nominate suitable candidates, regardless of gender, age, or nationality, who can fulfill their roles and responsibilities toward the sustainable growth of the Group as well as the enhancement of its corporate value over the medium- to long-term, after comprehensively evaluating their personality, insights, abilities, and other factors.

The Company also factors in “the importance of fulfilling responsibilities entrusted by shareholders in corporate management as director” when nominating director candidates and “the importance of auditing and the functions of corporate auditors in corporate management” when nominating candidates for corporate auditors.

As for the appointment/dismissal procedure, the Board of Directors, members of which include independent outside directors with expertise and experience, discusses a wide range of opinions and makes decisions after thorough deliberation. In the event that any significant lack of qualification is observed in light of the above policy, etc., the Company considers dismissal by a resolution of the Board of Directors.

The Company has established the Nomination and Compensation Committee as a voluntary advisory body to the Board of Directors. The Nomination and Compensation Committee deliberates on the appointment and dismissal of senior management and the nomination of director candidates, and then the Board of Directors makes decisions based on the report of the Nomination and Compensation Committee.

(V) Explanation of individual appointments/dismissals and nominations of candidates for directors and corporate auditors when appointing/dismissing senior management and nominating candidates for directors and corporate auditors

Reasons for the individual appointments, dismissals and nominations of candidates for directors and corporate auditors are disclosed in the reference materials of Notice of Convocation to the General Meeting of Shareholders.

(<https://www.awi.co.jp/en/ir/stock/investor.html>)

[Supplementary principle 3-1-3]

(1) Our sustainability initiatives

Please refer to our website (<https://www.awi.co.jp/en/sustainability.html>) and Integrated Report

(<https://www.awi.co.jp/en/ir/library/report.html>) for more information on our sustainability philosophy, policies, and initiatives.

(2) Investment in human capital, etc.

The Company places great importance on diversity throughout the Group and is committed to developing human resources to

make the most of diverse individuality. Recognizing that diverse human resources are essential for the continued corporate growth through global business activities in a range of domains, we are implementing reforms in the four areas of “recruitment,” “human resource utilization and development,” “treatment and systems,” and “education, training, and health and productivity management.” Please refer to our Integrated Report (<https://www.awi.co.jp/en/ir/library/report.html>) for more information on our initiatives.

(3) Investment in intellectual property

We have formulated our Sustainable Vision for 2050 toward a recycling-oriented society through coexistence with the earth and society. We will work on various development themes, especially on “decarbonization and resource recycling technology” and “telemedicine and sensing technology,” which will be elemental technology that will support the global environment business and wellness business to be focused on in the future. In addition, the Intellectual Property Strategy Dept. is strategically promoting patent application and utilization for new inventions related to these themes. Please refer to our Integrated Report (<https://www.awi.co.jp/en/ir/library/report.html>) for the details of our initiatives.

(4) TCFD-based disclosure

Recognizing that addressing climate change is an important issue for a company to tackle, in August 2021 we expressed our support for TCFD, an international disclosure framework. Our response to the TCFD recommendations will contribute to the enhancement of our corporate value over the medium to long term. In order to achieve sustainable growth, a company is required not only to view its response to climate change issues as a “corporate social responsibility” but also link it to “opportunities for growth.” Based on scenario analysis, we will work to assess the financial impact of risks and opportunities posed by climate change and enhance information disclosure.

Please refer to our website for information disclosed in line with the TCFD framework.

(<https://www.awi.co.jp/en/sustainability/environment/tcf.html>)

[Supplementary Principle 4-1-1]

The Company has established the “Regulations of the Board of Directors” and the “Agenda Standard of the Board of Directors” to clarify matters to be resolved and reported at the Board of Directors meetings, in addition to matters stipulated by laws and regulations and the Articles of Incorporation. The Board resolution is required for decisions on management plans, establishment or abolition of important organizations, important personnel matters, important investments and loans, business transfers, and other matters. As for the division of duties and decision-making authority of executive directors and heads of organizations, the scope of delegation is clearly defined in the “Organizational Regulations” and the “Regulations on Administrative Authority.”

[Principle 4-9] (Independence criteria and requirements for independent outside directors)

The Company appoints as independent outside directors those who meet the “Criteria for Independence of Outside Officers” established by a resolution of the Board of Directors, in addition to the requirements and standards stipulated by the Companies Act and financial instruments exchanges. In selecting candidates for independent outside directors, the Company places importance on a high level of expertise and a wealth of experience to provide candid and constructive advice, etc. regarding management of the Company.

Please refer to our website for the Independence Judgment Criteria for Outside Officers.

(<https://www.awi.co.jp/en/sustainability/governance/governance.html>)

[Supplementary Principle 4-10-1]

The Company established the Nomination and Compensation Committee on August 4, 2022, to increase the independence and objectivity of the Board of Directors' functions related to the nomination and compensation of directors, strengthen accountability, thereby enhancing the Company's corporate governance. The Nomination and Compensation Committee maintains its independence and, in consultation with the Board of Directors, reviews particularly important matters, such as nomination and compensation, and reports to the Board of Directors.

[Supplementary Principle 4-11-1]

The Company's Articles of Incorporation stipulate that the number of directors shall not exceed 20, and currently, the Board of Directors consists of 9 directors, including 3 independent outside directors (including 1 female director). The Company's Board of Directors has created a skills matrix of eight basic areas of (1) corporate management, (2) finance and accounting, (3) risk management and legal affairs, (4) business strategy and marketing, (5) technology and R&D, (6) human capital management, (7) ESG and sustainability, and (8) globalization, as the experience and skills required to cover each function and business domain of the Company. Using this skills matrix, and from the viewpoint of placing the right person in the right job for proper and prompt decision-making, we appoint multiple numbers of directors who are familiar with the Group's businesses and independent outside directors who have extensive experience and knowledge outside the Company, including those with experience in other companies as a manager and certified public accountants, in an effort to ensure that the balance and diversity of the Board of Directors as a whole is optimized for the Company.

The skills matrix of our directors and corporate auditors are disclosed in the reference materials of Notice of Convocation to the General Meeting of Shareholders. (<https://www.awi.co.jp/en/ir/stock/investor.html>)

[Supplementary Principle 4-11-2]

When our directors and corporate auditors serve concurrently as an officer of other listed companies, the Company confirms that such concurrent positions do not interfere with the performance of their duties as director or corporate auditor of the Company. Concurrent positions held by our directors and corporate auditors serving concurrently as an officer of other listed companies are disclosed in the reference materials of Notice of Convocation to the General Meeting of Shareholders and Integrated Report for information.

Notice of Convocation to the General Meeting of Shareholders: (<https://www.awi.co.jp/en/ir/stock/investor.html>)

Integrated Report: (<https://www.awi.co.jp/en/ir/library/report.html>)

[Supplementary Principle 4-11-3]

For the purpose of improving the effectiveness of the Board of Directors as a whole, every year, the Company analyzes and evaluates the effectiveness of the Board of Directors as a whole through self-evaluation conducted by directors and corporate auditors and by other means, and discloses a summary of the results.

In fiscal 2024, we conducted a questionnaire survey targeting all directors and corporate auditors who are members of the Board

of Directors as part of the self-evaluation, while obtaining knowledge from external organizations. In the questionnaire, we asked respondents' name, and the main question items included "operation of the Board of Directors," "discussions at the Board of Directors meetings," "monitoring functions of the Board of Directors," and "support systems for directors and corporate auditors." Based on the results of the questionnaire, the Board of Directors analyzed and evaluated the current status and issues regarding the effectiveness of the Board of Directors as a whole.

As a result, the Board of Directors of the Company received generally positive evaluations, including that the Board of Directors has an appropriate size for deliberations and has further enhanced its diversity through an increased ratio of female officers, that constructive and active discussions are being facilitated under the leadership of the Chairperson, and that outside directors are sufficiently fulfilling their functions of management oversight.

In view of the above, it has been confirmed that the Board of Directors as a whole is fulfilling its roles and responsibilities as stipulated in the Corporate Governance Code, and that the effectiveness of the Board of Directors is sufficiently ensured.

Members of the Board of Directors continued to share issues to be considered for further improvement of effectiveness: providing explanations of agenda items and reference materials in a more organized and timely manner, further strengthening monitoring functions over potential risks including those related subsidiaries, and enhancing support systems for directors and corporate auditors through regular briefings on business fields, among other measures.

Based on this effectiveness evaluation, the Company's Board of Directors will implement initiatives on a continual basis to further enhance the functions of the Board of Directors.

[Supplementary Principle 4-14-2]

For directors and corporate auditors to acquire and update the knowledge necessary to properly fulfill their roles and responsibilities, the Company provides them with opportunities to participate in training sessions by outside experts, not only when they take office but also after that, as necessary.

In addition, new outside directors and outside corporate auditors are given an opportunity to receive an explanation about the Company's management philosophy, business description, organization, etc. when they take office.

[Principle 5-1] (Policy on constructive dialogue with shareholders)

We recognize that, in order to achieve sustainable growth and enhance corporate value over the medium to long term, it is essential to build long-term relationships of trust with shareholders and investors by disclosing accurate information on our management, finance, etc. to them in a timely and fair manner and by engaging in constructive dialogue with them.

The Corporate Communications Office, the department in charge of investor relations, plays a central role in organic cooperation with related departments within the Company to provide appropriate information and set up opportunities for dialogue with the management suitable for the purpose and content of the interview.

In addition to the general meeting of shareholders, we also provide other opportunities for dialogue including facility tours for shareholders, and for analysts and institutional investors, medium-term management plan briefings attended by representative directors and quarterly financial results briefings. We also hold plant tours, small meetings, and visits to overseas institutional investors from time to time. For a record of our IR activities, please refer to our Integrated Report (<https://www.awi.co.jp/en/ir/library/report.html>) or visit our website (<https://www.awi.co.jp/en/ir.html>).

Opinions and concerns about the Company's management obtained through dialogue with shareholders and investors are

reported to the representative directors and other senior management as necessary.

When holding dialogue with shareholders and investors, the Company has set a “quiet period” during which it refrains from dialogue with shareholders and investors prior to the announcement of financial results. Moreover, the Company has adopted strict measures to prevent the leakage of insider information.

Actions to achieve management conscious of capital cost and stock prices

Description 【Update】	Disclosure of actions (update)
Disclosure in English 【Update】	Available
Last updated 【Update】	June 30, 2025

Explanation for Applicable Items **【Update】**

Toward fiscal 2030, the Company is committed to increasing its corporate value in terms of both economic value and social value as we create new value by solving social issues. Going forward, with even greater emphasis placed on profitability and capital efficiency, we will strive to achieve an ROE of 12% or more and an ROIC of 8% or more over the medium to long term. We believe that these levels are well above the cost of shareholders’ equity, which was estimated based on the characteristics of our business and the current stock market conditions.

With regard to dialogue with the capital market, we will pursue improvements in information disclosure to promote understanding of shareholders and investors to realize more constructive dialogue through disclosure of information on profitability and capital efficiency, in addition to the business lines and areas of interest to the capital market.

The outline of our initiatives up to fiscal 2027 is disclosed in the medium-term management plan.

(<https://www.awi.co.jp/en/ir/management/plan.html>)

2. Capital Structure

Foreign Shareholding Ratio	20% or more and less than 30%
----------------------------	-------------------------------

Status of Major Shareholders

Name or Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (trust account)	28,879,700	12.60
Custody Bank of Japan, Ltd. (trust account)	13,628,400	5.95
Sumitomo Mitsui Trust Bank, Limited	7,936,000	3.46
NIPPON STEEL CORPORATION	6,900,000	3.01
STATE STREET BANK AND TRUST COMPANY 505001	6,430,754	2.81
Sumitomo Mitsui Banking Corporation	6,259,198	2.73
Air Water Customers’ Stockholding	5,997,048	2.62
National Mutual Insurance Federation of Agricultural Cooperatives	4,951,500	2.16

Air Water Group Employees' Stockholding	4,786,964	2.09
North Pacific Bank, Ltd.	4,574,473	2.00

Name of Controlling Shareholder, if applicable (excluding Parent Company)	—
Name of Parent Company, if applicable	None

Supplementary Explanation

The number of shares held by Sumitomo Mitsui Banking Corporation includes 3,000,000 shares contributed by the bank as trust assets for a retirement benefit trust, for which the bank retains the right to instruct the exercise of voting rights. The name on the shareholder registry for these shares is “SMBC Trust and Banking Corporation (Sumitomo Mitsui Banking Corporation Retirement Benefit Trust Account).

3. Corporate Attributes

Listed Stock Exchange and Market Segment	Prime Market, Sapporo Securities Exchange Main Market
Fiscal Year-End	March
Business Sector	Chemicals
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Net Sales (Consolidated) as of the End of the Previous Fiscal Year	¥1 trillion or more
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	100 or more and fewer than 300

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

—

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

—

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

1. Organizational Composition and Operation

Corporate Governance System	Company with Audit and Supervisory Board
-----------------------------	--

Directors

Number of Directors Stipulated in Articles of Incorporation	20
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Chairperson (excluding those concurrently serving as President)
Number of Directors 【Update】	10
Election of Outside Directors	Elected
Number of Outside Directors 【Update】	4
Number of Independent Directors 【Update】	4

Outside Directors' Relationship with the Company (1) **【Update】**

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Takao Matsui	CPA								△			
Yoshihiro Senzai	From another company											
Yuko Haga	Academic											
Rochelle Kopp	From another company											

*Categories for "Relationship with the Company".

(Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

- Person who executes business of the Company or a subsidiary
- Person who executes business or a non-executive director of a parent company
- Person who executes business of a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for such person/entity
- Major client of the Company or a person who executes business for such client
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets in addition to director/Audit and Supervisory Board Member compensation from the Company
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business of the corporation)
- Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to self only)
- Person who executes business for another company holding cross-directorships/cross-auditorships with the Company (applies to self only)
- Person who executes business for an entity receiving contributions from the Company (applies to self only)
- Other

Outside Directors' Relationship with the Company (2) **【Update】**

Name	Designation as Independent Director	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Takao Matsui	○	Mr. Takao Matsui once worked for KPMG AZSA LLC, Accounting Auditor of the Company. He retired from the firm in June 2018 and is not in a position to be influenced by the firm's intentions.	Mr. Takao Matsui has broad experience and thorough knowledge accumulated over many years as a certified public accountant, based on which he provides useful advice, etc. on the Company's overall management. Therefore, we believe that he is suitable to serve as an outside director. Additionally, he does not fall under any of the items that may create conflict of interest with general shareholders stipulated by the Tokyo Stock Exchange and satisfies the "Criteria for Independence of Outside Officers" (see "[Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members] Other Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members") stipulated by the Company. Considering the above, the Company appointed him as an independent director.
Yoshihiro Senzai	○	—	Mr. Yoshihiro Senzai has long years of experience as a manager and engineer of another company. With his extensive experience and broad insight, he provides useful advice, etc. on overall management of the Company, and therefore we believe that he is suitable to serve as an outside director of the Company. Additionally, he does not fall under any of the items that may create conflict of interest with general shareholders stipulated by the Tokyo Stock Exchange and satisfies the "Criteria for Independence of Outside Officers" (see "[Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members] Other Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members") stipulated by the Company. Considering the above, the Company appointed him as an independent director.

Yuko Haga	○	—	<p>Ms. Yuko Haga has professional expertise in M&A and corporate governance as a researcher of corporate strategy, in addition to extensive experience and broad insight she has gained as a management consultant. With her experience and insight, she is expected to provide useful advice, etc. on overall management of the Company, and therefore we believe that she is suitable to serve as an outside director of the Company. Additionally, she does not fall under any of the items that may create conflict of interest with general shareholders stipulated by the Tokyo Stock Exchange and satisfies the “Criteria for Independence of Outside Officers” (see “[Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members] Other Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members”) stipulated by the Company. Considering the above, the Company appointed her as an independent director.</p>
Rochelle Kopp	○	—	<p>Ms. Rochelle Kapp has her cross-cultural understanding and global perspective, as well as a wealth of experience and deep insight that she has cultivated as a management consultant in Japan and the United States. Believing that she will make use of her experience and insight for the management of the Company, we have determined that she is suitable for an Outside Director of the Company. We expect that she will further strengthen the function of the Board of Directors of the Company by providing advice and performing supervisory functions for overall management from a unique viewpoint not shared by the internal Directors, while making use of her wealth of experience and deep insight.</p>

Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Remuneration Committee

Established

Status of Voluntarily Established Committee(s), Attributes of Members Constituting the Committee and the Committee

Chair (Chairperson) **【Update】**

	Committee's Name	All Members	Full-time Members	Inside Directors	Outside Directors	Outside Experts	Other	Chairperson
Voluntarily Established Committee Equivalent to Nomination Committee	Nomination and Compensation Committee	4	0	1	2	0	1	Outside Directors
Voluntarily Established Committee Equivalent to Remuneration Committee	Nomination and Compensation Committee	4	0	1	2	0	1	Outside Directors

Supplementary Explanation

One “Other” is an outside corporate auditor of the Company (independent officer).

Established on August 4, 2022 as a voluntary advisory body to the Board of Directors, the Nomination and Compensation Committee performs the functions of both the Nomination Committee and the Compensation Committee aiming to enhance the independence and objectivity of the Board’s functions related to the nomination and compensation of directors, as well as to strengthen accountability, thereby enriching the Company’s corporate governance.

[Composition of the Nomination and Compensation Committee]

- (1) The Committee shall consist of at least three (3) directors or corporate auditors elected by the Board of Directors.
- (2) A majority of the Committee members shall be outside directors or outside corporate auditors (all of whom shall be independent officers).

[Main roles of the Nomination and Compensation Committee]

The Committee shall deliberate and report to the Board of Directors on the following matters in response to consultations from the Board of Directors.

- (1) Matters related to the proposals of election/dismissal of directors (general shareholder meeting agenda item)
- (2) Matters related to the proposals of election/dismissal of representative directors (board meeting agenda item after general meeting of shareholders)
- (3) Matters related to the remuneration system and evaluation of directors
- (4) Matters related to succession planning

Audit and Supervisory Board Member*

*Referred to in Corporate Governance Code reference translation as "*kansayaku*"

Establishment of Audit and Supervisory Board	Established
Number of Audit and Supervisory Board Members Stipulated in Articles of Incorporation	6

Number of Audit and Supervisory Board Members

5

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

Corporate auditors and KPMG AZSA LLC, the Accounting Auditor, meet regularly and exchange opinions whenever necessary. Corporate auditors receive explanations from and exchange opinions with the Accounting Auditor regarding its audit plan, audit implementation status, quarterly review results, and year-end audit results (including internal control audits related to financial reporting). Corporate auditors explain to the Accounting Auditor the plans, status, and results of auditor's audit, and exchange opinions.

As regards cooperation between corporate auditors and internal audit departments, corporate auditors and the Internal Auditing Office, which is our internal audit department, meet regularly and exchange opinions to ensure the effectiveness of their respective audits whenever necessary. In addition, corporate auditors receive explanations from the Internal Auditing Office regarding the status of internal audits and audit results, exchange opinions, and when necessary, request the Internal Auditing Office for investigations.

Appointment of Outside Audit and Supervisory Board Members

Appointed

Number of Outside Audit and Supervisory Board Members

3

Number of Independent Audit and Supervisory Board Members

3

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

Name	Attributes	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Kenji Yamada	From another company							△						
Atsushi Hayashi	Lawyer													
Nobuo Hayashi	Academic													

*Categories for "Relationship with the Company".

(Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

- Person who executes business of the Company or a subsidiary
- A non-executive director or an accounting advisor of the Company or its subsidiaries
- Person who executes business or a non-executive director of a parent company
- An Audit and Supervisory Board Member of a parent company of the Company
- Person who executes business of a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for such person/entity
- Major client of the Company or a person who executes business for such client
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets in addition to director/Audit and Supervisory Board Member compensation from the Company
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business of the corporation)

- j. Person who executes business for a client of the Company (excluding persons categorized as any of f, g, or h above) (applies to self only)
- k. Person who executes business for another company holding cross-directorships/cross-auditorships with the Company (applies to self only)
- l. Person who executes business for an entity receiving contributions from the Company (applies to self only)
- m. Other

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

Name	Designation as Independent Director	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Kenji Yamada	○	<p>Mr. Kenji Yamada previously worked as an operating officer of Sumitomo Mitsui Trust Bank, Limited, a major lender to the Group, but has already been retired from the company for a considerable period of time since March 2018 and is not in a position to be influenced by the company's intentions. Although the Group has a business relationship with Sumitomo Mitsui Trust Bank, Limited, including borrowing of funds, the management of the Company is not affected by the bank because the Group has transactions with multiple financial institutions and is not prominently dependent on the bank. He also works for SBI Sumishin Net Bank, Ltd. as an operating officer, but we have not received any loan from SBI Sumishin Net Bank, Ltd. in the past or at present.</p> <p>He retired as Chairman and Representative Director as of the close of the company's Ordinary General Meeting of Shareholders on June 18, 2024.</p>	<p>Mr. Kenji Yamada has professional knowledge and experience obtained while working for a financial institution and based on which he is expected to make useful suggestions and proposals to ensure the appropriateness of business execution in the Company. We believe that he is qualified to serve as an outside corporate auditor of the Company. Additionally, he does not fall under any of the items that may create conflict of interest with general shareholders stipulated by the Tokyo Stock Exchange and satisfies the "Criteria for Independence of Outside Officers" (see "[Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members] Other Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members") stipulated by the Company. Considering the above, the Company appointed him as an independent officer.</p>
Atsushi Hayashi	○	_____	<p>Mr. Atsushi Hayashi has abundant experience and deep insight as a judge and lawyer and based on which he fully performs</p>

			<p>the auditing function as we expect by making useful suggestions and proposals to ensure the appropriateness of business execution in the Company. We believe that he is qualified to serve as an outside corporate auditor of the Company.</p> <p>Additionally, he does not fall under any of the items that may create conflict of interest with general shareholders stipulated by the Tokyo Stock Exchange and satisfies the “Criteria for Independence of Outside Officers” (see “[Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members] Other Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members”) stipulated by the Company. Considering the above, the Company appointed him as an independent officer.</p>
--	--	--	---

Nobuo Hayashi	○	_____	Mr. Nobuo Hayashi has extensive experience and deep insight as a researcher of legal systems and university professor and based on which he fully performs the auditing function as we expect by making useful suggestions and proposals to ensure the appropriateness of business execution in the Company. We believe that he is qualified to serve as an outside corporate auditor of the Company. Additionally, he does not fall under any of the items that may create conflict of interest with general shareholders stipulated by the Tokyo Stock Exchange and satisfies the “Criteria for Independence of Outside Officers” (see “[Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members] Other Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members”) stipulated by the Company. Considering the above, the Company appointed him as an independent officer.
---------------	---	-------	--

Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members

Number of Independent Directors and Independent Audit and Supervisory Board Members **【Update】**

7

Other Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members

<Criteria for Independence of Outside Officers>

The Company deems an outside director and outside corporate auditor (hereinafter collectively referred to as “outside officer”) or a candidate for outside officer to have sufficient independence against the Company, if none of the following attributes applies to.

1. A person who is a business executive¹ of the Company and its subsidiaries (hereinafter collectively referred to as “the Group”) or a person who was a business executive of the Group within the last 10 years
2. A person who was a non-executive director or corporate auditor of the Group within the last 10 years and also served as an executive of the Group within 10 years prior to his/her appointment as the aforementioned non-executive post

3. A person to whom the Company is a major business partner², or a business executive of that person
4. A major business partner of the Company³, or its business executive
5. A major shareholder of the Company (a person who directly or indirectly holds 10% or more of the total number of voting rights. The same applies hereinafter.), or its business executive
6. A business executive of a person for which the Company is a major shareholder
7. A person who belongs to an auditing firm that is the accounting auditor of the Group
8. A legal professional, certified public accountant, tax accountant, consultant, etc. who receives a large amount of money⁴ or any other financial benefits from the Group other than executive remuneration
(If the person receiving such financial benefits is an organization, such as corporation or association, a person who belongs to such organization.)
9. A person who receives a large amount⁴ of donation or grant from the Group, or a business executive of that person
10. When a business executive of the Group serves as an outside director of another company, the business executive of that company or its parent company or subsidiary
11. A person who has fallen under any of the above 3. through 10. in the last three years
12. A spouse or a relative within the second degree of kinship of a person who falls under any of the above 1. through 11. and is an important business executive⁵

Please note that, even in cases where none of the above attributes apply, an outside officer may not be designated as an independent officer if there is sufficient ground for judging that he/she cannot fulfill his/her responsibilities as an independent officer.

- 1 A business executive refers to an executive director, operating officer, executive officer, executive member, administration officer, or any other person who executes the business of a person equivalent to these officers and employees.
- 2 A person to whom the Group is a major business partner refers to a person who has received 2% or more of its annual consolidated net sales from the Group in any of the last three fiscal years.
- 3 A person who is a major business partner of the Group refers to a person who has paid 2% or more of its annual consolidated net sales to the Group in any of the last three fiscal years, or a person who has provided the Group a loan worth 2% or more of the Company's consolidated total assets as of the end of the most recent fiscal year.
- 4 A "large amount" refers to an average amount of at least ¥10 million per year over the last three fiscal years for an individual, or in the case of an organization, such as corporation or association, an amount equivalent to 2% of the consolidated net sales or gross income of that organization or ¥10 million per year, whichever is higher.
- 5 An "important business executive" refers to a business executive who executes important business such as executive director, operating officer, executive officer, and department head.

(Note) "Fiscal year" above shall be read as the year for which income tax is calculated in the case of individuals.

Incentives

Implementation Status of Measures related to
Incentives Granted to Directors

Introduction of Performance-linked Remuneration Scheme, Other

Supplementary Explanation for Applicable Items

For details, please refer to “Disclosure of Policy on Determining Remuneration Amounts and the Calculation Methods Thereof” below.

Persons Eligible for Stock Options

Supplementary Explanation for Applicable Items

—

Director Remuneration

Status of Disclosure of Individual Directors’ Remuneration

Disclosure for Selected Directors

Supplementary Explanation for Applicable Items **【Update】**

The amount of remuneration, etc. paid to directors (15 persons) and corporate auditors (5 persons) in the immediately preceding fiscal year (fiscal 2024) was 545 million yen and 95 million yen, respectively. Of which, the amount of remuneration, etc. paid to outside directors (8 persons) was 79 million yen.

(Note 1) The above amount of remuneration, etc. for directors includes 66 million yen of monetary remuneration claims provided to 7 directors as remuneration, etc. related to restricted stock, which was recorded as expenses for the current fiscal year.

(Note 2) The above includes 2 directors (including 1 outside director) and two corporate auditors (including 1 outside corporate auditor) who retired at the conclusion of the 24th Annual General Meeting of Shareholders held on June 26, 2024.

Policy on Determining Remuneration Amounts and the Calculation Methods Thereof **【Update】**

Established

Disclosure of Policy on Determining Remuneration Amounts and the Calculation Methods Thereof

1. The maximum amount of remuneration for directors and corporate auditors is as follows.

- (1) The maximum amount of remuneration for directors was resolved at the 22nd Annual General Meeting of Shareholders held on June 28, 2022, to be 1,130 million yen or less per year (including 80 million yen or less for outside directors) (not including employee salaries of directors who also serve as employees.). As of the close of this Annual General Meeting of Shareholders, the number of directors was 11 (including 4 outside directors).
- (2) Aside from the maximum amount of remuneration for directors stated in (1) above, the 19th Annual General Meeting of Shareholders held on June 26, 2019 resolved that the stock-based remuneration to be paid to directors (excluding outside directors) should not be more than 100 million yen per year and the number of shares not more than 125,000 shares per year.

As of the close of this Annual General Meeting of Shareholders, the number of directors (excluding outside directors) was 18.

- (3) The maximum amount of remuneration for corporate auditors was resolved at the 25th Annual General Meeting of Shareholders held on June 26, 2025 to be 120 million yen per year. As of the close of this Annual General Meeting of Shareholders, the number of corporate auditors was 5.

2. Matters concerning the policy for determining the amount of remuneration, etc. of directors and the calculation method thereof

Based on the resolution of the Board of Directors, the Company has set a basic policy to build a remuneration system for its directors that functions sufficiently as an incentive for each director to play a maximum role in his/her duties and enables to attract and retain excellent human resources for the continuous improvement of its corporate value. Under this policy, remuneration of each director shall be determined at an appropriate level in light of his/her role, responsibility, and business performance. Specifically, directors' remuneration consists of base remuneration as fixed remuneration, performance-linked remuneration, and stock-based remuneration (excluding outside directors).

Base remuneration is a monthly fixed remuneration, and is determined by taking into comprehensive consideration of the Company's business lineup and various fundamentals of the management environment, other companies' standards in terms of position and duties, the Company's business performance, and employee's pay standard.

Performance-linked remuneration shall be cash remuneration that reflects performance indicators as a short-term incentive to achieve business targets for each fiscal year. The Company pays an amount calculated based on the achievement percentage against consolidated sales revenue, operating profit, each division's targets (divisional operating profit and mission), etc. for each fiscal year, as a bonus at a designated time each year. Target performance indicators and their values are set to be consistent with the management plan at the time the plan is formulated, and are reviewed as needed to reflect changing circumstances.

As non-monetary rewards shall be paid in the form of restricted stock. The Company's common shares are issued after a designated period during which the transfer is restricted, for the purpose of promoting efforts to enhance corporate value over the medium to long term and further pursuit of value sharing with shareholders.

The restricted stock shall be the Company's common shares issued every year, in principle, and the number of which is determined according to the grantee's position after a transfer restriction agreement (a restricted stock allotment agreement) is concluded between the Company and the grantee. In order to realize the sharing of shareholder value over the medium to long term, the transfer restriction period starts from the share issuance date and ends on the date when a director retires or resigns both the offices of director and any other position specified by the Board of Directors of the Company.

As for the composition of remuneration of directors, the proportion of base remuneration, performance-linked remuneration, and non-monetary rewards for directors is set at 7:2:1 as a guide, based on the remuneration range of other companies in the same industry or the same scale of operation. The remuneration for outside directors and corporate auditors is limited to base remuneration only. The amount of remuneration for each corporate auditor is determined through discussions among the

corporate auditors within the range of the total amount of remuneration determined resolved by the General Meeting of Shareholders.

3. Matters concerning delegation of decisions on the content of individual directors' remuneration, etc.

The total amount of remuneration for each individual director shall be determined by the Board of Directors based on a proposal prepared by the Nomination and Compensation Committee, a voluntary advisory body to the Board of Directors, after thorough deliberation, within the range of the amount preliminarily resolved at the General Meeting of Shareholders. The decision on the specific timing of payment and proportion of remuneration for each director shall be entrusted to Kikuo Toyoda, Chairman and Representative Director, Chief Executive Officer (CEO). The scope of such authority shall be the amount of base remuneration and bonus and the number of shares of restricted stock for each director.

The reason for delegating such authority is that the Chairman and Representative Director is best suited to evaluate the areas of responsibilities and duties of individual directors while keeping a bird's-eye view of the Company's overall performance.

The details of remuneration, etc. for each individual director for the current fiscal year were determined considering the above, and the Board of Directors believes that such details are in line with the policy for determining remuneration resolved by the Board of Directors.

Support System for Outside Directors and/or Outside Audit and Supervisory Board Members

The Governance Office, the Secretariat of the Board of Directors, distributes materials related to agenda items and reporting items at the Board of Directors meetings to outside directors in advance and, if necessary, provides explanations of the contents of such materials in advance.

Corporate information and materials that are requested by outside corporate auditors or deemed necessary to be shared among corporate auditors are mainly communicated or submitted to outside corporate auditors by standing statutory auditors.

Status of persons who retired from the position of President and Representative Director, etc.

Names, etc. of (senior) advisors, etc. who have served as President and Representative Director, etc.

Name	Position / Status	Duties and Responsibilities	Working style and conditions (full-time or part-time, with or without compensation, etc.)	Retirement date of President, etc.	Term
Masahiro Toyoda	Honorary Senior Advisor	Advice to current management	Part-time, remunerated	2023/03/31	1 year update
Shirai Kiyoshi	Senior Advisor	Advice to current management	Part-time, remunerated	2023/03/31	1 year update

Total number of (senior) advisors, etc. who have served as President and Representative Director, etc.	2
--	---

Other matters

Mr. Masahiro Toyoda and Mr. Kiyoshi Shirai provide advice, etc. to the incumbent management making use of their knowledge accumulated through long years of experience in the management of the Company, but they do not have any authority regarding managerial judgment or business execution of the Company.

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

The Company's Board of Directors makes important management decisions and supervises the execution of business operations, and as a company with an Audit and Supervisory Board, our corporate auditors audit the directors' performance of duties by attending the Board of Directors meetings and other important meetings.

The following summarizes each organization and department in the Company's corporate governance system.

(1) Board of Directors

The Company's Board of Directors consists of six (6) inside directors (including 1 female director) and four (4) outside directors (including 1 female director), totaling ten (10) members. The Board of Directors makes decisions and reports on important matters related to the Group's management and business execution, in addition to matters stipulated by laws and regulations or the Articles of Incorporation, and fulfills the function of mutual supervision and monitoring of directors. Furthermore, the Company has appointed four (4) outside directors who provide useful advice to the Company's management from an objective outsider's perspective, thereby strengthening the management supervisory function.

The term of office of directors is one year so we can flexibly build an optimal management structure in a rapidly changing business environment and further clarify the management responsibilities of directors for each fiscal year.

(2) Corporate Management Committee

As an organization that supports right and prompt decision-making in the Group's extensive business areas, the Corporate Management Committee, which is composed of inside directors and managers of each business division, meets once a month in principle. The Committee conducts prior deliberates on matters to be discussed at the Board of Directors meetings from a broad and diverse perspective, and also deliberates on important matters related to the execution of the Group's business operations.

(3) Corporate Auditors / Audit & Supervisory Board

The Company's Audit & Supervisory Board consists of two (2) inside corporate auditors (including 1 female corporate auditor) and three (3) outside corporate auditors (no female corporate auditors), totaling five (5) members. The Company is committed to strengthening the monitoring and supervisory functions of management by receiving useful advice, etc. on its audit from the three (3) outside corporate auditors from an objective outsider's perspective. In accordance with the audit policy, audit standards, and so on established by the Audit & Supervisory Board, corporate auditors are striving to grasp and monitor the status of management execution by attending the Board of Directors meetings and other important meetings. They also monitor and verify

the status of the development and operation of internal control systems, including internal control over financial reporting, to ensure that the execution of duties by directors is in compliance with laws, regulations, and the Articles of Incorporation, and that the Company's business is being executed appropriately. Additionally, corporate auditors regularly receive explanations from the Accounting Auditor and the Internal Auditing Office regarding the status and results of their audits, and exchange information and opinions with them.

(4) Internal Auditing Office

Regarding internal audit, the Internal Auditing Office (13 members as of March 31, 2025) periodically audits the status of compliance with laws and regulations, as well as the appropriateness and validity of business process of the Group. The Internal Auditing Office also serves as the department in charge of the evaluation of effectiveness of the construction and operation status of the internal control system to ensure the reliability and appropriateness of financial reporting.

The Company also has the Compliance Office (nine members as of March 31, 2025) as a dedicated department that manages and controls compliance, security and disaster prevention, environmental protection, food safety, etc. across the Group.

If any fact that may have a significant impact on the Company's management is confirmed through each internal audit, the Company has a system in place to report it to its corporate auditors and representative directors as appropriate. In addition, the Corporate Management Committee and the Board of Directors receive regular reports twice a year on the results of operational audits and compliance issues.

(5) Accounting Auditor

The Company has signed an audit contract with KPMG AZSA LLC, which conducts audit of the Company. In fiscal 2023, accounting audits of the Company were performed by three certified public accountants (designated limited liability partners and executive partners): Mr. Masashi Kanda, Mr. Ryosuke Koike, and Mr. Hiroto Fujimoto.

Currently, the Company has concluded contracts with each outside director and each corporate auditor to limit their liability for damages under Article 423, Paragraph 1 of the Companies Act up to the minimum liability amount stipulated in Article 425, Paragraph 1 of the Companies Act if they have performed their duties in good faith and without gross negligence.

3. Reasons for Adoption of Current Corporate Governance System

We have adopted a company with auditors system because we believe that it enables us to ensure prompt and agile management in a rapidly changing business environment and to sufficiently ensure objectivity and neutrality in our management monitoring and supervisory functions through the corporate governance system described in 2. above.

III. Implementation of Measures for Shareholders and Other Stakeholders

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

[Update]

	Supplementary Explanation
Electronic Exercise of Voting Rights	In addition to the conventional written ballot, the Company has introduced a

	system that allows exercise of voting rights via the Internet (Electronic Voting System).
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	The Company participates in the Electronic Voting Platform for institutional investors operated by ICJ, Inc.
Provision of Notice (or Summary of Notice) of the Annual General Meeting of Shareholders in English	The English version of the Convocation Notice (summary) is posted on the Electronic Voting Platform.
Other	Convocation Notices and Notices of Resolutions are posted on the Company's website. To strengthen communication with shareholders who are unable to come to the venue of the general meeting of shareholders, questions are accepted in advance of the meeting.

2. Status of IR-related Activities **【Update】**

	Supplementary Explanation	Explanation by a representative director or a representative executive officer
Formulation and Publication of Disclosure Policies	Announced on our corporate website (https://www.awi.co.jp/en/ir/management/disclosurepolicy.html)	
Regular Investor Briefings held for Individual Investors	We hold briefings for individual investors on the Company's corporate profile and growth strategy at least twice a year. In fiscal 2024, we held our first event for individual shareholders with company overview presented by a representative director and a facility tour.	Held
Regular Investor Briefings held for Analysts and Institutional Investors	As quarterly financial results briefing, the Company conducted teleconferences for analysts and institutional investors attended by representative directors. The Company also holds plant tours and other IR events from time to time.	Held
Regular Investor Briefings held for Overseas Investors	The Company holds web conferences and face-to-face meetings for overseas institutional investors to explain our management policies and financial results. In fiscal 2024, our representative directors attended IR conferences in Japan and visited investors in Europe for individual briefings.	Held
Online Disclosure of IR Information	IR-related URL (https://www.awi.co.jp/en/ir.html) The Company's website contains financial results presentation	

	materials, medium-term management plans, financial highlights, IR news, IR calendar, earnings summaries, annual securities reports, quarterly reports, integrated reports, information on general meetings of shareholders, shareholder returns and dividends, shareholder reports, etc.
Establishment of Department and/or Placement of a Manager in Charge of IR	Department in charge: Corporate Communications Office Responsible person: Aya Uesugi, Head of Corporate Communications Office

3. Status of Measures to Ensure Due Respect for the Position of Stakeholders **[Update]**

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	As the Group-wide code of corporate ethics, we have established the “Air Water Group Code of Ethical Conduct” which stipulates that each and every employee, including officers, shall act in a manner that respects and earns the trust of shareholders, customers, business partners, employees, and other stakeholders.
Implementation of Environmental Preservation Activities, CSR Activities, etc.	The Group has established the Basic Environmental Policy and contributes to the global environment through its business activities by manufacturing and selling products with reduced environmental impact and by making efforts to conserve resources and energy. Moreover, we prepare our integrated report once a year on our basic stance on the environment, efforts to reduce environmental impact, CSR activities, and other matters, which are introduced on our website.
Formulation of Policies, etc. on Provision of Information to Stakeholders	As the Group-wide code of corporate ethics, we have established the “Air Water Group Code of Ethical Conduct” which stipulates that information related to the Company and its stakeholders be disclosed proactively in a fair, equitable and timely manner.

IV. Matters Concerning the Internal Control System

1. Basic Views on Internal Control System and Status of Development **[Update]**

The Company has set the following basic policy on the establishment of systems to ensure the appropriateness of operations of the Company and its subsidiaries. Under the systems established based on this basic policy, the Company is striving to ensure the appropriateness and efficiency of operations executed by itself and its subsidiaries.

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

- a. As the basis of the compliance system, the Company shall establish the “Air Water Group Code of Ethical Conduct” as a code of conduct for the Group’s officers and employees to comply with laws and regulations and to respect social ethics in their activities, provide training and raise the awareness of social ethics and legal compliance, and develop rules regarding legal compliance.
 - b. The “Compliance Office,” an organization under the direct control of Representative Directors, shall be established as a controlling department to centrally manage compliance issues within the Group. The “Compliance Office” shall appoint a responsible person from among directors, executive officers, administration officers, etc. In addition, the “Compliance Committee” shall be established as a body to discuss important compliance-related matters, and a “Whistleblower System” shall be established and operated for officers and employees of the Group to report directly to the “Compliance Office” and outside attorneys, etc. and consult with them when they become aware of any act suspected of violations of compliance, etc., without having to go through ordinary reporting lines.
 - c. Directors shall report on the execution of their duties at the Board of Directors meetings held regularly or as necessary and supervise the execution of one another’s duties. In addition, corporate auditors shall attend meetings of the Board of Directors and other important meetings in accordance with the auditing standards for corporate auditors established by the Audit & Supervisory Board, and conduct audits of business execution by directors through examinations of the business execution in the Group including its subsidiaries.
 - d. The “Internal Auditing Office,” an internal audit department, shall conduct internal audits to ensure the compliance of the Group’s business activities with internal regulations and laws and regulations, etc., in accordance with the internal audit regulations and internal audit plan. The results of internal audits shall be reported to Representative Directors and Corporate Auditors.
 - e. With respect to compliance with the Antimonopoly Law, the Group shall regularly receive advice from outside experts, continuously provide its officers and employees with training regarding the Antimonopoly Law, thoroughly control contacts with other companies in the same industry. The “Compliance Office” shall regularly monitor the Group’s operation of internal rules and regulations concerning compliance with the Antimonopoly Law as well as the status of compliance with such rules and regulations.
- (2) System concerning storage and management of information on the execution of duties by directors
Information on the execution of duties by directors, such as minutes of the Board of Directors meetings and approval documents, shall be recorded in documents or electromagnetic media, and shall be stored and managed appropriately and securely in accordance with the internal rules for document management. Additionally, a system shall be put in place to immediately submit such documents, etc. when requested by a director, corporate auditor, or Internal Audit Department for inspection.
 - (3) Regulation on the management of risk of loss and other systems

- a. For the risks related to compliance, safety and disaster prevention, and environmental preservation, which are recognized as particularly important in the Group's business activities, the "Compliance Office" shall serve as the controlling department in managing such risks across the Group.
- b. For individual risks related to information security, quality control, intellectual property, and contracts, the Company shall establish a department in charge of each of these risks, establish internal rules, prepare manuals, provide training, and manage such risks within the Group through preliminary reviews and approval systems.
- c. The Company shall periodically hold a "Risk Management Review Meeting" with the "Compliance Office" as Secretariat, to grasp the state of risk management and promote the strengthening of risk management within the Group.
- d. In the event of the occurrence of a risk that is likely to have a significant impact on its business activities, the Company shall immediately establish a Crisis Management Committee within the Company in accordance with the "Crisis Management Regulations" to promptly and appropriately address the risk that has occurred.

(4) System to ensure the efficient execution of duties by directors

- a. The Company shall specify the division of duties and decision-making authority in the Organizational Regulations and the Regulations on Administrative Authority to ensure proper and efficient execution of duties, and clarify the authority and responsibilities of each director, executive officer, administration officer, etc. A system according to the above shall be established at its subsidiaries as well.
- b. The Company shall expedite decision-making and clarify responsibilities for business execution in a wide range of businesses and business areas by delegating authority to executive officers and administrative officers, etc., appointed by the Board of Directors. In order to build a flexible management structure that can quickly respond to changes in the business environment, the terms of office of directors, executive officers, administration officer, etc. shall be one year, respectively.
- c. For businesses of a certain size or above, the Business Unit system shall be introduced, whereby the head of each unit shall be delegated the authority to execute the business and shall also be responsible for the consolidated business results, including those of related subsidiaries.
- d. The Board of Directors shall formulate a medium-term management plan and set major management goals based on the plan. Along with that, the Board shall set business strategies and profit plans for each fiscal year by business unit, business division, and subsidiary, and manage the results on a monthly basis to ensure the efficient execution of duties by directors.

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

- a. Corporate auditors and the "Internal Auditing Office," which is an internal audit department, shall periodically conduct audits of subsidiaries in cooperation with corporate auditors of subsidiaries to ensure the appropriateness of business execution in the

Group.

- b. The Company shall have its subsidiaries ensure the appropriateness of business execution and the effectiveness of supervisory function by, in principle, dispatching its director(s) and corporate auditor(s).
 - c. In the Affiliated Companies Regulations, the Company shall clearly specify the departments in charge of each subsidiary as well as the matters that each subsidiary should report to and request prior approval from the Company, and establish a reporting system from subsidiaries to the Company. Certain important matters relating to subsidiaries shall also be deliberated at the Company's Board of Directors meetings.
 - d. Pursuant to the Financial Instruments and Exchange Act, in order to ensure the reliability and appropriateness of the Group's financial reporting, the Company shall formulate a basic plan to establish an internal control system for financial reporting, and based on this plan, establish and appropriately operate an internal control system that facilitates effective and appropriate evaluation.
- (6) Matters related to employees when corporate auditors request the assignment of such employees for the assistance in the performance of their duties, matters related to the independence of such employees from directors, and matters related to ensuring the effectiveness of instructions given to such employees
- The Company shall assign employees to assist the duties of corporate auditors. Such employees shall follow the instructions and orders of the corporate auditors without following the chain of command in the execution of business, and the appointment, transfer, appraisal, etc. of such employees shall be determined with the prior consent of the Audit & Supervisory Board.
- (7) System for reporting to corporate auditors by directors and employees of the Company and its subsidiaries, and other systems for reporting to corporate auditors
- a. The Company shall put in place a system whereby corporate auditors can attend the Board of Directors meetings and other important meetings in order to gain a detailed understanding of important decision-making processes and the state of business execution, inspect approval documents and other documents related to business execution at any time, and request reports from directors and employees on the state of execution of their duties as needed.
 - b. Directors and employees shall promptly report to corporate auditors or the Audit & Supervisory Board, in addition to legally required matters, on the facts that may have a significant impact on the management of the Group, the implementation status of internal audits, and the state of execution of duties reporting of which was requested in the course of audit.
 - c. Directors and employees of the Group who report to the Company's corporate auditors shall not receive detrimental treatment by reason of such reporting.
- (8) Matters concerning procedures for prepayment or indemnification of expenses incurred in the execution of duties by corporate auditors, and policies concerning the treatment of other expenses or debts incurred in the execution of duties by

them

When a corporate auditor requests prepayment or indemnification of expenses incurred in the performance of his/her duties, the Company shall promptly process the request, except in cases where such expenses or debts are not deemed necessary for the corporate auditor's execution of duties.

(9) Other system to ensure the effective execution of audits by corporate auditors

To ensure the effectiveness of audits, the Company shall establish a system for corporate auditors to regularly exchange opinions with representative directors, Accounting Auditor, Internal Audit Department, and corporate auditors of subsidiaries, and exchange audit opinions and information.

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

In the "Air Water Group Code of Ethical Conduct," the Company clearly declares its policy to take a resolute attitude against antisocial forces that pose a threat to the order and safety of civil society and to have no relations with such forces.

Additionally, as the controlling department in charge of measures to cut off relationship with antisocial forces, the department in charge of general affairs is building close cooperative relationships with outside professional organizations such as attorneys and police, collects information on antisocial forces, and, as necessary, call attention to relevant departments within the Group, and provides education on how to deal with such forces.

V. Other

1. Adoption of Anti-Takeover Measures

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

—

2. Other Matters Concerning the Corporate Governance System **[Update]**

(1) Please refer to [Reference Material 1] for a schematic diagram of our corporate governance system, including an overview of the internal control system.

(2) Overview of timely disclosure system

With respect to the management and disclosure of inside information, and the management of stock transactions by officers and employees of the Company and its subsidiaries, etc., the Company has established the "Regulations for Management of Inside Information and Insider Trading" as matters to be strictly observed.

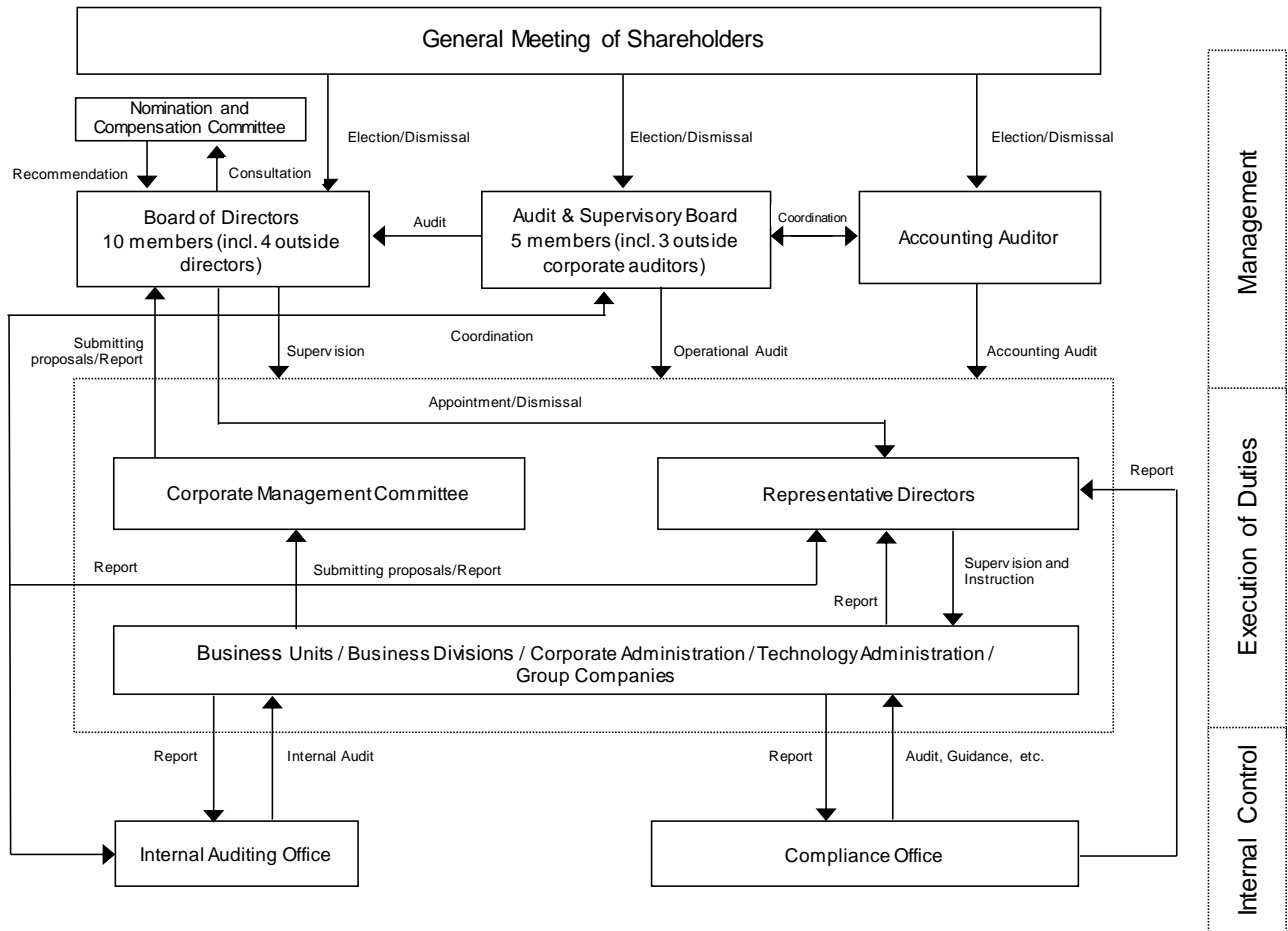
The Regulations stipulate the reporting obligations and management responsibilities of the officers and employees of the Company and its subsidiaries regarding inside information (undisclosed decisions, occurrence of material facts, and financial results of the Company and its subsidiaries), as well as how we disclose our corporate information in accordance with the "Securities Listing Regulations" of the Tokyo Stock Exchange. Designation of "Information Management Manager" is also

stipulated as responsible person who oversees the internal management of inside information and the timely disclosure of corporate information. The Board of Directors appoints the Head of Governance Office as “Information Management Manager.”

In principle, corporate information is to be disclosed as early as possible by the “Information Management Manager” after the Board of Directors resolves the details and timing of such disclosure. However, in urgent cases where there is no time to pass a board resolution, a representative director shall handle the matter on an ad hoc basis. (Please refer to [Reference Material 2] for a schematic diagram of this system.)

Such information is disclosed by the Head of the Corporate Communications Office electromagnetically to the stock exchange and through distribution of materials to the media, and is posted on the Company’s website promptly after disclosure.

【Reference Material 1: Schematic Diagram】



【Reference Material 2: Timely Disclosure System Schematic Diagram】

