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Tokyo Seimitsu Co., Ltd

Hitoshi Yoshida, President & CEO

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Code Number:7729

<https://www.accretech.jp>

The corporate governance of Tokyo Seimitsu Co., Ltd (the Company) is described below.

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

1. Corporate Governance Philosophy

Tokyo Seimitsu's philosophy is "Growing together with partners and customers by collaborating technology, knowledge and information to create the world's No.1 products." The Group seeks to achieve sustainable growth and an increase of corporate value in a context of rapidly innovating technology and a globalized economy – as reflected in its corporate brand "ACCRETECH". To realize this goal, the Group believes that strong corporate governance is essential to improving corporate value and conducting fair and transparent business activities as a global corporate citizen, and has established the following five (5) core policies for corporate governance.

(*ACCRETECH is a term coined by the Company, combining ACCRETE, meaning "to grow together," and technology.

<Core Policies>

1. The Board of Directors strives to properly perform its roles and responsibilities to make transparent, fair, timely and committed decisions.
2. The Group respects the rights of shareholders and ensures the equality of shareholders.
3. The Group strives to have constructive dialogue with shareholders on investment policy that considers mid to long-term returns for shareholders.
4. The Group strives to maintain appropriate collaboration with stakeholders other than shareholders.
5. The Group strives to ensure proper information disclosure and transparency.

[Reasons for Not Implementing the Respective Principles of the Corporate Governance Code]

Not applicable.

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

[Principle 1.4 Cross-Shareholdings]

1. Policy Regarding Cross-Shareholdings

The Board of Directors shall comprehensively examine whether shares held as cross-holdings are worthwhile based on mid to long-term economic rationality and qualitative considerations, including risk and return. Shares held as cross-holdings that are not considered worthwhile to be retained, as a result of the examination, shall be reduced in principle. However, if it is determined that holding of such shares will contribute to the improvement of the mid to long-term corporate value, they shall be retained.

As a result, the number of cross-shareholdings decreased from 30 brands in March, 2020 to 28 brands in January, 2021.

2. Policy Regarding the Exercise of Voting Rights

The Company shall exercise voting rights associated with cross-shareholdings after sufficient consideration of each specific proposal based on concrete criteria.

[Principle 1.7 Related Party Transactions]

1. The Company shall not be engaged in any transactions with Directors and/or major shareholders that may

damage the interests of the Company or the common interests of the shareholders

2. When a Director is intending to enter into a transaction with the Company for him/herself or for any third parties, the Director shall obtain prior approval of the Board of Directors according to the rules of the Board of Directors, and report important facts in that transaction at the board meeting. Terms and conditions for the transaction may be determined in the same manner as a transaction with third parties.
3. To identify any transactions involving a conflict of interest by Directors, the Company checks existence of such transaction (excluding compensation) between the Company Group and Directors or their family members within the second degree of kinship.
4. When the Company is intending to enter transactions between the Company and major shareholders or other related parties, then it shall be approved in advance by personnel with authority commensurate with the importance and scale of the transaction in accordance with internal regulations determined by the Board of Directors.

[Principle 2.6 Roles of Corporate Pension Funds as Asset Owners]

1. The Company has established a defined benefit pension plan and a defined contribution pension plan.
2. For the defined benefit pension plan, asset management policy and policy asset mix shall be determined to maximize the benefit to employees.
3. Human resources with appropriate qualifications shall be assigned to the department responsible for the pension plans and their expertise shall be consistently improved through training such as periodic participation at external seminars.
4. With respect to the selection and evaluation of asset management contractors, objective monitoring shall be carried out in consideration of the response to the stewardship code and investment performance to avoid conflicts of interest with employees.
5. During April 2020 to March 2021, the Company held Investment Performance Committee twice, and revised the expected rate of return for the defined benefit pension plan and assets allocation of the defined contribution pension plan in April 2021.

[Principle 3.1 Full Disclosure]

1. Company philosophy, business strategies and business plans

The Group's philosophy is "Growing together with partners and customers by collaborating technology, knowledge and information to create the world's No.1 products.", and the Group has adopted as a corporate motto "Win-Win Relationships Create the World's No. 1 Products." and a corporate brand "ACCRETECH". The Group is striving to maintain an effective structure that is capable of creating world-leading products.

For the mid-term business plan and long-term targets, please refer to the Earnings Conference document released on May 10th, 2021. (In this document, the Company disclosed that the target year of the mid-term business plan has been postponed 1 year to FY2022/3).

(Japanese)

https://ir.accretch.jp/ja/library/presentation/main/017/teaserItems1/06/linkList/00/link/BR_2021_4q_J_2.pdf

(English)

https://ir.accretch.jp/en/library/presentation/main/018/teaserItems1/07/linkList/00/link/BR_2021_4q_E_2.pdf

2. Views and guidelines on corporate governance based on each of the principles of the Code
Please refer to [1. Corporate Governance Philosophy] above.
3. Board policies and procedures in determining the compensation of management executives and directors
 - (1) Aims and structure of Remuneration Policy
 - (i) The compensation scheme to reward senior management is designed to ensure that it functions as an incentive system to make the corporate motto into reality.
 - (ii) Compensation shall be in accordance with the roles and responsibilities of each director as well as the results achieved by them.
 - (iii) Compensation shall be conducive to motivation for improvement of business results and medium to long-term corporate and shareholder value.
 - (iv) Compensation shall be revised in a timely and appropriate manner based on the economic

situation, business results of the Parent Company, external survey results, etc.

(v) And the decision-making process shall be highly objective and transparent.

(2) Compensation structure

The compensation of Directors not serving as an Audit and Supervisory Committee member nor external corporate director (hereinafter referred to as Directors in charge of business execution) shall consist of "base compensation", which is fixed, "performance-linked compensation" and "stock compensation" that are variable.

(i) The compensation of Directors serving as an Audit and Supervisory Committee member and external corporate directors shall consist only of base compensation in light of their responsibilities of supervising and auditing business execution.

(ii) The compensation of Directors serving as an Audit and Supervisory Committee member and external corporate directors shall consist only of base compensation, in light of their responsibilities of supervising and auditing business execution.

(iii) Base compensation to the directors is paid regularly every month. The compensation of Directors, a total annual amount of base compensation and performance linked compensation shall be determined not to exceed the upper limit approved by the general meeting of shareholders. Base compensation amounts for each director is based on standard of compensation amount (*1) per post.

(*1: standard of compensation amount is the amount per each director's post, benchmark is remuneration for President & CEO).

(iv) Performance-linked compensation to the Directors in charge of business execution is defined as short-term compensation based on business performance and paid at a specific period in each Fiscal Year. Total amount of performance-linked compensation shall be determined not to exceed the sum of the total amount of base compensation, and annual compensation, the total amount of base compensation and performance linked compensation shall be determined not to exceed the upper limit approved by the general meeting of shareholders. The performance linked compensation amount per each Director in charge of business execution shall be calculated as follows.

*Performance-linked compensation amount per each Director =
(Base bonus amount (*2)) x (Group Business performance coefficient (*3)) x (Each Intercompany performance coefficient (*4))*

(*2) :Base bonus amount = Consolidated net profit * 1% * Base compensation coefficient

Base compensation coefficient = ratio of base compensation per each director, divided by total amount base compensation of Directors in charge of business execution

(*3) Group Business performance coefficient = Calculated from their Operating profit results against FY target
Within +/- 10% from target: 1, +10% to +30%: 1.1, +30% to +50%: 1.2, over +50%: 1.3,

-30% to -10%: 0.9, -50% to -30%: 0.8, -50% or less: 0.7 (when OP downs YoY, this coefficient will be less than 1)

(*4) Each Intercompany business performance coefficient: Comprehensively evaluate from 0.9 to 1.1 based on the Intercompany business results and other significant achievements.

(v) Stock compensation is defined as a medium to long-term incentive enabling profit sharing with shareholders and will be provided at specific period in each Fiscal Year. This stock compensation shall be determined not to exceed the upper limit (limit of compensation amount and number of stocks and/or of stock option) and within the range of the annual amount of base compensation. Stock compensation to Directors in charge of business execution consisting of Restricted Stock and SSR (Share subscription rights) (stock compensation type) shall be calculated as follows.

a) Calculation formula for Restricted Stock: = Base stock amount (*5) x RS performance coefficient (*6)

(*5) Base bonus amount: Formulated by Compensation Committee based on compensation amount per post, and approved by Compensation, Nomination, and Advisory Council

(*6) RS performance coefficient: one based on the achievements of mid-term operating profit target
Core coefficient: 1, When target has been achieved: 2

b) Calculation formula for SSR (stock compensation type) = Basic stock unit (*7) x Performance coefficient and others (*8)

(*7) Base stock unit: Formulated by Compensation Committee based on compensation amount per post, and approved by Compensation, Nomination, and Advisory Council

(*8) Performance coefficient and other: Formulated by Compensation Committee comprehensively based on business performance, stock price, and other factors, and approved by Compensation, Nomination, and Advisory Council

- (3) Process to Determine Amount of Compensation
 - (i) The Board of Directors delegates the task of determining the compensation structure and compensation standards for each post to the Compensation Planning Committee, consisting of the representative directors and some other directors.
 - (ii) To ensure transparency and objectivity, the proposal of Directors' compensation amounts and related matters (such as compensation amount per post), and the amount for each directors' base compensation, performance-based compensation and stock compensation shall be deliberated by the Compensation, Nomination, and Advisory Council, consisting of directors serving as an Audit and Supervisory Committee member and external corporate directors.
 - (iii) Compensation amounts for directors serving as Audit and Supervisory Committee members will be discussed and resolved among directors serving as Audit and Supervisory Committee members.
4. Board policies and assignment and dismissal of management executives and nomination of candidates for directorships
 - (1) Candidates for management executives roles such as CEO, COO and CFO as well as candidates for Director roles shall have high dignity, moral standards and deep insights regardless of individual attributes such as gender and nationality, and must be deeply versed in business management and the business of the Company or have abundant experience in their field of expertise.
 - (2) In principle, assignment of management executives and nomination of candidates for directorships shall be first proposed by the CEO and brought to the Compensation, Nomination, and Advisory Council, then, the Board of Directors meeting will deliberate on this proposal with opinions of the Compensation, Nomination, and Advisory Council. If a candidate is to be serving as an Audit and Supervisory Committee member, approval from this Committee becomes a prerequisite. The Board of Directors resolves nominating and/or assigning appropriate candidates who are capable to respond to the mandate from shareholders.
 - (3) If a management executive acts in violation of laws and regulations and the articles of incorporation, significantly damages the corporate value and integrity of the Company, and/or demonstrates his/her ability, motivation and/or performance is inappropriate, then the Board of Directors shall consider the dismissal or removal of such an executive upon advise from the Compensation, Nomination, and Advisory Council.
 - (4) Candidates for external corporate directorships shall be able to oversee management from an independent viewpoint, and provide guidance on the activities of the Company based on their broad experience and deep insights.
 - (5) To ensure continuity and stability of the Board of Directors, a mass election of new director candidates at one time shall be carefully considered and/or avoided.
5. Explanations with respect to the individual appointments/dismissals and nominations of Director candidates (including management executives) name, background, and a reason for nomination shall be stated in the reference document of the shareholder meeting.

(Japanese)

https://ir.accretech.jp/ja/stock/meeting/main/07/teaserItems1/02/linkList/0/link/kab_B20210601_j.pdf

(English)

https://ir.accretech.jp/en/stock/meeting/main/06/teaserItems1/01/linkList/0/link/kab_B20210601_e.pdf

If a management executive is being dismissed, adequate explanation for the dismissal shall be given in the document, including reference documents for the shareholder meeting, which the law and/or regulation requires.

[Principle 4.1 Roles and Responsibilities of the Board (1)]

Supplementary Principles 4.1.1 Specification of its own decisions and the scope and content of the matters delegated to management

In order to respond to the mandate from shareholders, the Board of Directors determines material matters required by laws, regulations and the articles of incorporation and those pertaining to management, including business plans, development and investment plans, as well as establishment and investment in subsidiaries, and monitors the director's business execution. For any matters which are not on the Board agenda, substantial authority shall be delegated to the heads of internal companies within the scope of duties and authority determined by internal regulations to accelerate decision making. The Company holds executive

officer meetings to discuss/share information for effective Company-wide deliberation, and establishes Company-wide committees such as the Risk Management, and Compliance Committees to examine and monitor important issues from multiple angles and make proper decisions.

[Principle 4.9 Independence Standards and Qualifications for Independent External Corporate Directors]

The Company has established an Independence Standard for independent external corporate directors. For details, please refer to II. 1. [Independent Directors] Other Information about Independent Directors.

[Principle 4.11 Preconditions for Board of Directors and Audit and Supervisory Committee]

Supplementary Principles 4.11.1 Composition of the Board of Directors

1. The Board of Directors shall consist of an appropriate number of members to allow substantial argument and examination as well as prompt decision making, and in order to ensure the effectiveness of the Board, appointment of Directors shall consider the balance of members in terms of proper risk control, supervision of business execution and functions/divisions to be covered and shall comprehensively examine such perspectives as diversity, knowledge, experience and competence.
2. The Board shall be inclusive at least one third (1/3) of external corporate directors in total, to reflect the opinions of external experts in business management and/or academic research in the management of the Company. External corporate directors shall be independent external corporate directors who shall satisfy the separately established criteria of independence.
3. The Audit and Supervisory Committee, as an independent organ, audits and supervises the state of the business execution of directors not served as an Audit and Supervisory Committee members.
 - (1) Constitution of the Audit and Supervisory Committee
Number of Audit and Supervisory Committee members shall be in appropriate, five (5) or less, and over a half shall be independent external corporate directors those who shall satisfy the separately established criteria of independencies. In addition, at least one (1) member shall be the one those who have considerable expertise of finance and accounting.
 - (2) Regular Meetings with the Representative Directors
To deepen mutual understanding between them, the Audit and Supervisory Committee shall have regular meetings with the Representative Directors and exchange opinions such as issues that the Company must address, auditing circumstances by the Committee, and other significant issues in auditing, and if necessary, request decisions.

Supplementary Principles 4.11.2 Status of concurrent directorship at other listed companies

From the viewpoint of fiduciary duty, when the Company's directors concurrently assume directorship at any other listed company, it shall be limited to a reasonable scope to secure necessary time to perform duties as a Director of the Company. Significant concurrent positions held by Directors shall be disclosed annually, such as through the annual business report and/or the shareholder meeting reference material.

Supplementary Principles 4.11.3 Outline of analysis for the effectiveness of the Board of Directors

An outline of effectiveness evaluation results are detailed in the news releases linked below.

(Japanese)

<https://ir.accretech.jp/ja/news/news-496999268851789754.html>

(English)

<https://ir.accretech.jp/en/news/news-123935700037877365.html>

[Principle 4.14 Director Training]

Supplementary Principles 4.14.2 Plan for director training

Newly appointed internal corporate directors shall be given external training opportunities to learn and understand the roles and responsibilities of managers including legal aspects.

External corporate directors shall be given briefing of business outlines and/or functions prior of his/her assignments to allow he/she to play their excepted roles. In addition, when necessary, an opportunity to visit plants, offices, and subsidiaries of the Company shall be provided.

Incumbent Directors shall be given the opportunity to attend external training programs and be able to

attend relevant additional programs as they request.

The expenses of any training programs described above shall be borne by the Company.

[Principle 5.1 Policy for Constructive Dialogue with Shareholders]

The Company shall establish a framework and take measures to promote constructive dialogue with investors including shareholders, which are considered beneficial to sustainable growth and mid to long term improvement of its corporate value, based on the following policies:

1. Dialogue with shareholders shall be overseen by the Director in charge of IR, who shall pursue constructive dialogue through such means as holding Earnings Conferences and/or IR meetings.
2. Management Support Dept. shall support the Director in charge of IR in collaboration with related divisions, and share IR information to determine IR directions and create documents for disclosure.
3. The Company shall hold Earnings Conferences for analysts and investors, and also hold individual meetings, briefings organized by securities firms, and/or factory tours on the request of investors.
4. Information or opinions obtained through dialogues with shareholders shall be reported as necessary at meetings such as the Executive Officers Meetings, and distributed to Directors and related divisions through written reports to share and utilize such information.
5. The Company shall appropriately control insider information in accordance with the Company's regulations. Additionally, the Company sets specific periods before earnings release as "silent period" and withholds such dialogues.

2. Capital Structure

Ratio of Foreign Shareholders	From 20 to 30%
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[Principal Shareholders] UPDATED

Name	Number of Shares held)	Percentage of total shares issued
The Master Trust Bank of Japan, Ltd. Trust account	5,720,100	13.94
Custody Bank of Japan, Ltd. (Trust account)	3,187,300	7.77
Custody Bank of Japan, Ltd. (Trust account 9)	2,675,700	6.52
The Precise Measurement Technique Promotion Foundation	1,058,700	2.58
SSBTC Client Omnibus Account	769,806	1.88
JP Morgan Chase Bank 385632	684,098	1.67
Mizuho Bank, Ltd.	672,204	1.64
Ayako Yano	614,263	1.50
Hideko Takagi	610,015	1.49
Custody Bank of Japan, Ltd. (Trust account 5)	516,200	1.26

Existence of Controlling Shareholders Except Parent Company	-
Existence of Parent Company	No

Supplementary Information
Not applicable.

3. Corporate Attributes

Listed Stock Market and its Section	Tokyo Stock Exchange, 1 st Section
Fiscal Year End	March
Type of Business	Precision Equipment
Number of Employees (Consolidated) as at the End of Previous Fiscal Year	Over 1,000 employees
Consolidated Sales Amount for Previous Fiscal Year	From 10.0 billion to 100.0 billion Japanese Yen
Number of Consolidated Subsidiaries as at the End of Previous Fiscal Year	From 10 to 50 subsidiaries

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

Not applicable.

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

Not applicable.

II. Business Management Organization and Other Corporate Governance Mechanisms regarding Decision-making, Business executions, and Oversight in Management

1. Organizational Composition and Operation

Organization form	Company with Audit and Supervisory Committee
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[Directors]

Maximum Number of Directors as Stipulated in Articles of Incorporation	20
Term of Office as Stipulated in Articles of Incorporation	1 year
Chairman of the Board of Directors	President
Number of Directors	13
Appointment of External Corporate Directors	Yes
Number of External Corporate Directors	5
Number of Independent Directors in External Corporate Directors	5

Relationship with the Company (1) UPDATED
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Name	Attributes	Relationship with the Company (*)										
		a	b	c	d	e	f	g	h	i	j	k
Shozo Saito	From another company								△			
Yoshiro Hayashi	From another company								△			
Yuriko Sagara	Attorney											
Kiyoshi Takamasu	Academic											
Masaki Sunaga	Certified Public accountant											

Legend of Relationship with Company

”○” when the director presently falls or has recently fallen under the category

“△” when the director fell under the category in the past

“●” when a close relative of the director presently falls or has recently fallen under the category, and

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

- Executive of the Company and/or its subsidiaries
- Executive and/or Non-executive director of a parent company of the Company
- Executive of a company under common control with the Company
- Person and/or a party whose major client/supplier is the Company or executives of such company
- The Company’s major client/supplier or executives of such company
- A Consultant, Accounting expert, and/or Legal expert who received large amount of money and/or assets other than the Director’s compensation
- Principal shareholder of the Company (if it is a public company, an executive of such company)
- An executive of the Company’s client/supplier (except d., e., nor f. above) (limited to himself/herself)
- Executive of a company that the Company has mutual directorships (limited to himself/herself)
- Executive of a party to which the Company donates
- Others

Relationship with the Company (2) **UPDATED**

Name	Audit and Supervisory Committee member	Independence Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Shozo Saito		O	While the Company has business transactions with Toshiba Corporation where he was once an executive, exposure is less than 2% of consolidated sales amount. He left his executive position 8 years ago, and as of today, he is not an executive of that company.	Shozo Saito, including his close relatives, is not an executive party with conflicts of interest, such as the Company's major client/supplier, principal shareholder, nor principal shareholding company. He passes the company criteria for independence, therefore the Company appoints him as an independent director.
Yoshiro Hayashi	O	O	While the Company has business transaction with Toyota Motor Corporation where he was once an executive, exposure is less than 2% of consolidated sales amount. He left his executive position 18 years ago, was appointed as an auditor, and left the auditor position 15 years ago. As of today, he is not an executive of that company.	Yoshiro Hayashi, including his close relatives, is not an executive party with conflicts of interest, such as the Company's major client/supplier, principal shareholder, nor principal shareholding company. He passes the company criteria for independence, therefore the Company appoints him as an independent director.
Yuriko Sagara	O	O	-	Yuriko Sagara, including her close relatives, has no conflict of interest such as entering legal/tax consulting services with the Company, nor with other shareholders. Therefore the Company has appointed her as an independent director.
Kiyoshi Takamasu		O	-	Kiyoshi Takamasu, including his close relatives, has no conflicts of interest such as executive experiences in the Company's major client/supplier, principal shareholder, nor principal shareholding company. Therefore the Company appoints him as an independent director.
Masaki Sunaga	O	O	-	Masaki Sunaga, including his close relatives, has no conflict of interest such as entering legal/tax consulting services with the Company, nor with other shareholders. Therefore the Company appoints him as an independent director.

[Audit and Supervisory Committee]

Composition of the Committee and Attribution of a Chairman

Name	Total Members	Full time Members	Internal Directors	External Directors	Chairman
Audit and Supervisory Committee	4	1	1	3	Internal corporate director

Existence of Directors and/or Employees who Assist the Audit and Supervisory Committee	Yes
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Matters on Ensuring the Independence of Directors/Employees who Assist the Audit and Supervisory Committee

The Company assigns employees belonging to the Management Support Dept. or Audit Dept. to assist the Audit and Supervisory Committee when necessary.

The employees who assist the Audit and Supervisory Committee do not receive any instructions from superiors of the division they belong to for matters for which they receive instructions from the Audit and Supervisory Committee. The appointment and transfer of the employees who assist the Audit and Supervisory Committee shall require the consent of the Audit and Supervisory Committee. To evaluate the employees who assist the Audit and Supervisory Committee, opinions shall be obtained from the Audit and Supervisory Committee.

Cooperation among Audit and Supervisory Committee, Financial Auditor and Internal Auditing Division

The Audit and Supervisory Committee shares opinions about auditing structure and auditing issues as necessary among the Audit Dept. and Financial auditors to make Audit effective. In addition, the Audit and Supervisory Committee periodically obtains briefing about the results of internal audits (based on annual schedule) and related matters.

[Voluntary committees]

Existence of Voluntary Committees Equivalent to Nomination Committee and/or Compensation Committee	Yes
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Status of Voluntary Committee, Composition of the Committee and Attribution of a Chairman UPDATED

Name	Name of committee	Number of committee members	Full time Members	Internal Directors	External Directors	External Experts	Others	Chairman
Voluntary Committee Equivalent to Nomination Committee	Compensation, Nomination, and Advisory Council	6	1	1	5	0	0	Internal corporate director
Voluntary Committee Equivalent to Compensation Committee	Compensation, Nomination, and Advisory Council	6	1	1	5	0	0	Internal corporate director

Supplementary Information UPDATED

The Company has established a Compensation, Nomination, and Advisory Council as a voluntary committee for the purpose of clarifying the independence, objectivity and accountability of the Board of Director's functions. The Compensation, Nomination, and Advisory Council consists of members of the Audit and Supervisory Committee and external corporate directors not serving as an Audit and Supervisory Committee member. Independent external corporate directors are in the majority (5 members out of 6 total members) in the Council to realize deliberations fully independent from management.

For Compensation to the directors, the Council deliberates on/resolves classification of compensation per post, and deliberates/reports on matters related to compensation policies.

For an assignment of director(s), the Council deliberates/reports on matters related to assignments of director(s) including appointments and dismissals.

[Independent Directors]

Number of Independent Directors	5
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Other Information about Independent Directors

[Independence Standards for External Corporate Directors]

An external corporate director or external auditor must fulfill all the independence criteria below:

1. Not an executive (*1) of Tokyo Seimitsu Group (Accretech Group) within 10 years
2. Not the principal shareholder (*2) or its executive
3. Not an executive of the following company or party within 3 years
 - (1) A Company or party that Accretech Group is principal client/supplier for (*3)
 - (2) A Company or party that is Accretech Group's principal client/supplier (*3)
 - (3) A Company or party that is Accretech Group's principal lender (*4)
4. Not a certified public accountant belongs to Accretech Group's financial accountant
5. Not an expert such as public accountant, tax accountant, attorney, judicial scrivener, nor patent attorney that obtains significant amount of cash (*5) or assets from the Accretech Group
6. Nor others as shown below
 - (1) Not a person from the company with which the Company has mutual directorship(*6)
 - (2) A person's spouse, relative within the second degree of kinship, relative living together or those who share a living are all applicable from 1. to 5. above
 - (3) Not having other significant conflicts of interest with the Company

(*1) Executive: Directors in charge of business execution, Executive officer and/or equivalent responsibilities

(*2) Principal shareholder: shareholder who directly or indirectly owns over 10% of total voting rights

(*3) Principal client/supplier: Client/supplier whose sales amount at previous fiscal year is over 2% of consolidated sales amount

(*4) Principal lender: Lender that Accretech Group's outstanding loans payable at previous fiscal year is over 10% of total assets

(*5) Significant amount of cash: over 10 million yen per year (in 3 years average) excluding directorship compensation

(*6) Mutual directorship: A person from a Company that an Accretech Group employee (or ex-employee) is being appointed to as an external director

[Incentives]

Incentive Policies for Directors

UPDATED

Performance-linked bonus system, Stock compensation system, and others

Supplementary Information **UPDATED**

Please refer to I.1. [Principle 3.1 Full Disclosure], 3.Board policies and procedures in determining the compensation of senior management and directors.

Recipients of Stock Options

UPDATED

Internal corporate director, and others

Supplementary Information **UPDATED**

Recipients are limited to those who have significant roles and responsibilities that may impact business performance though their business execution.

[Compensation for Directors]

Disclosure of (Individual Director's) Compensation Amount	No
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Supplementary Information

Total amount of compensation paid to internal corporate directors, and external corporate directors is disclosed.

Consolidated compensation paid to each director is not disclosed because there are no individual directors who are paid over 100 million Yen per year by the Group.

Existence of Policy on Determining Compensation Amount and Its Calculation Method UPDATED	Yes
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Policy on Determining Compensation Amount and its Calculation Method

Please refer to I.1. [Principle 3.1 Full Disclosure], 3.Board policies and procedures in determining the compensation of senior management and directors.

Total amount of compensation paid to directors in FY2021/3:

Directors not serving as an Audit and Supervisory Committee member: 390 million Yen (including 18 million Yen to external corporate directors)

Directors serving as an Audit and Supervisory Committee member: 41 million Yen (including 22 million Yen to external corporate directors)

[Supporting System for External Corporate Directors]

To assist and enhance effective corporate governance, the Company assigns a secretary of the General Affairs Dept. as a contact window to provide information or explanatory details as necessary to external corporate directors. Also, to maximize effective attendance at Board meetings, the Company notifies dates and agenda items well prior to meetings.

The Company also assigns 2 staff for assisting the Audit and Supervisory Committee. This staff also support smooth information sharing with external corporate directors.

[Information on Retired Presidents]

Name of Corporate Advisers who used be Company President etc. **UPDATED**

Name	Position	Roles and Responsibilities	Terms and Condition (Full/Part-time, Compensation. Etc.)	Date of retirement from President	Term
-	-	-	-	-	-

Number of Corporate Advisers who used be President UPDATED	0
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Supplementary Information **UPDATED**

While the Company has the capacity to assign former Presidents etc. as Senior Adviser (part-time) or Corporate Adviser (part-time), as of the date of disclosure of this document, there is no such former President etc. serving as a Senior Adviser nor Corporate Adviser.

2. Outline of Current System of Corporate Governance Mechanisms such as Business Executions, Audit and Supervision, and of methods of resolving nomination and/or compensation **UPDATED**

1. Outline of business executions

- (1) The Board of Directors holds regular monthly Board Meetings. At meetings, important matters stipulated by the law, articles of incorporation and regulations related to Boards of Directors are deliberated on and reviewed. The Company provides supplementary documents necessary for deliberation to all directors, in addition, secures deliberation time to make it sufficient.
- (2) In deliberations at the Board of Directors, directors with broad experience in management, technology, sales, etc. and abundant experience in corporate management, technology, intellectual property, legal affairs, and accounting/tax affairs and knowledgeable external corporate directors are able to examine management issues from multiple perspectives.
- (3) To accelerate decision making, the Company delegates substantial authority to internal companies within the scope of duties and authority determined by internal regulations to accelerate decision making. Also, the Company holds executive officers meetings to discuss/share information for effective Company-wide deliberation, and establishes Company-wide committees such as the Risk Management, and Compliance Committees to examine and monitor important issues from multiple angles and make proper decisions.
- (4) The Board of Directors also monitors progress/status of issues which had been deliberated on and resolved to monitor business execution by directors. To assess the effectiveness of the Board, the Company surveys all directors including external corporate directors, and according to the results, the Company seeks to improve company/board relations.

2. Outline of audit and supervision

- (1) The Company has established the Compensation, Nomination, and Advisory Council as an advisory organization for the President and the Board of Directors. The Compensation, Nomination, and Advisory Council is composed of Audit and Supervisory Committee members and external corporate directors (Total 6 members, and 5 of members are independent directors), and deliberates on such matters as nomination of directors and directors compensation.
- (2) The Company has established an Audit Dept. under the direct management of the President & CEO. The Department manager, upon direct assignment by the President & CEO, carries out appropriate investigations.
- (3) Based on internal audit regulations, the Audit Dept. conducts periodic internal audits. In addition, the Audit Dept. periodically evaluates subjects to be audited, auditing methods, and revises practices when necessary.
- (4) If the Audit Dept. finds any violation of laws, regulations, the articles of corporation or internal rules, or any performance of duties that may cause a loss due to some other reasons at the Company or its subsidiaries, the General Manager of the Audit Dept. immediately notifies the President & CEO and tells employees to implement corrective or improvement actions.
- (5) To ensure effective auditing, the Audit Dept. requires each department to maintain related internal regulations, guidelines and manuals and thoroughly inform all employees of the significance of the Audit Dept. In addition, the Audit Dept. provides guidance to each department for immediate reporting to Audit Dept. if any risk of loss as per these documents has arisen.
- (6) The Management Support Dept. which is the primary support department of affiliates collects information on important issues and serious risks at the subsidiaries to share information between the Parent Company and the subsidiaries and properly perform duties in the interest of both the Parent Company and subsidiaries.
- (7) If the Management Support Dept. finds risks of material loss at a subsidiary, it immediately notifies further information including details of the risk, estimated material loss, to the Board of Directors and related departments.
- (8) The Audit and Supervisory Committee and Audit Dept. exchange sufficient level information among Auditor, Audit department, or equivalent department to notify and/or prevent any kind of irregular function and/or accounting matter related to the Company or subsidiary.

3. Outline of methods of resolving nomination and/or compensation

Please refer to I.1. [Principle 3.1 Full Disclosure], 3. Board policies and procedures in determining the compensation of management executives and directors and 4. Board policies and procedures in the appointment/dismissal of management executives and nomination of candidates for directorships.

3. Reasons for Adoption of Current Corporate Governance Mechanisms

The Company applies a structure called the Audit and Supervisory Committee, because the Company Group believes such a governing body is the most appropriate one to realize a suitable balance between strengthening auditing/monitoring of director's business executions and timeliness, streamlining and optimizing of decision making.

The Company ensures effective governance through constructive discussions at the Board of Directors and the utilization of external corporate directors, and realizes the sustainable growth of the Group in the medium to long-term.

III. Summary of Measures Implemented for Shareholders and Other Stakeholders

1. Measures to Vitalize General Shareholders Meetings and Smooth Exercise of Voting Rights **UPDATED**

	Supplementary Information
Early Notification of General Shareholder Meeting	The Notice Annual General Meeting of Shareholders for 2021 was mailed to shareholders on June 1 st , 2021 (20 days prior of the meeting). In addition, a digital copy of the notice was also posted to the Tokyo Stock Exchange and the Company website (Japanese: Full edition, English: Summary edition) 3 days prior to mailing.
Scheduling of General Shareholders Meeting that Avoids Overlapping with Other General Shareholder Meetings	Where possible the Company sets the day of the Meeting not to conflict with other similar meetings. (Annual General Meeting of Shareholders for 2021 was held on June 21 st , 2021).
Electronic Exercise of Voting Rights	The Company has utilized an online electronic voting system since the Meeting held on June 2016.
Participation in an Electronic Voting Platform and Measures for Enhancing the Exercise of Voting Rights	The Company has participated in a voting rights online platform since June 2016 to improve the voting environment.
Provision of Notices of Convocation in English	The Company provides a summary of the Notice in English, including proposals and reference documents, via the Tokyo Stock Exchange and the Company website

2. Outline of IR Activities

	Supplementary Information	Explanations by the Company Representatives
Periodic Investor Briefings for Individual Investors	The Company periodically participates in a Conference for individual investors.	Yes
Periodic Investor Briefings for Analysts and Institutional Investors	The Company periodically (at least 1 time per half year) holds conferences hosted by representatives. (100 participants on average). The Company periodically (at least 1 time per quarter year) holds meetings hosted by the director in charge of IR.	Yes
Periodic Investor Briefings for Overseas Investors	The Company participates in conferences mainly for overseas investors, with briefings by the Representative and/or director in charge of IR. The Company periodically (at least 1 time per quarter year) holds meetings hosted by the director in charge of IR. On request, the company holds ad hoc telephone conferences mainly for analysts, hosted by the director in charge of IR.	Yes
IR Material Posting on Website	Information such as Annual Securities Report, Financial Statements, Summary of Earnings Conference, Shareholder Letters, and share price are regularly posted.	
Establishment of Department and/or Person in Charge of IR	There are person in charge of IR in the Management Support Dept.	
Others	The Company holds 1 on 1 meetings with Analysts and/or Institutional Investors.	

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Information
Stipulation of Internal Rules for Respecting the Position of Stakeholders	Rules to Respect the positions of Stakeholders are set forth in the internal regulations represented by “ACCRETECH Code of Conduct” and “Internal Control Policy.
Implementation of Environmental Activities, CSR Activities etc.	The Company publishes a “CSR Report” and simultaneously posts to the website, to explain the Company’s governance, environmental activities and actions for social responsibility. In addition, the Company has established a CSR Dept. and CSR Committee chaired by heads of each business division and subsidiaries to maintain and monitor CSR activities. (Japanese) https://www.accretech.jp/csr/index.html (English) https://www.accretech.jp/english/csr/index.html
Development of Policies on Information Provision to Stakeholders	In the "CSR Report", the Company proposes engagement and information to all stakeholders including customers, shareholders/investors, suppliers, employees, industries and regions in line with its motto "Disclose corporate activities to all stakeholders no matter actual or potential". Also the company discloses its activities through notices to public organizations, IR information and its website.

IV Matters Related to the Internal Control System

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

UPDATED

The Board of Directors has ratified its Internal Control Policy as shown below.

1. Core Management Policy

Our corporate philosophy is "to create the world's No.1 products and grow with our partners and customers by integrating excellent technical knowledge, wisdom and information available in the world." The corporate motto of Tokyo Seimitsu (the “Company”) is “win-win relationships create the world’s No. 1 products.” The Company will reinforce its corporate governance and compliance, and ensure the sound and transparent management of the Group to build win-win relationships with all stakeholders such as customers, suppliers, shareholders, and employees for long-term sustainable growth.

2. A framework to ensure that performance of duties of Directors and employees of the Company and its subsidiaries is in compliance with relevant laws and regulations as well as the articles of incorporation

- (1) To appropriately and soundly perform duties as a whole, from a viewpoint to further strengthen corporate governance, the Boards of Directors of the Company and its subsidiaries seek to establish an effective internal control system and a structure to comply with relevant laws, regulations and the articles of corporation.
- (2) The Company and its subsidiaries have established the ACCRETECH Group Code of Conduct which defines the standards of behavior to ensure socially responsible conduct by Directors and employees of the Company and its subsidiaries, based on a high level of morality, pursuant to relevant laws and regulations as well as the articles of corporation and internal regulations. Through the ACCRETECH Group Code of Conduct, the Company aims to permeate and establish awareness of corporate ethics among the Directors and employees of the Company and its subsidiaries.
- (3) The Company has established the Compliance Committee headed by the Head of Administration Companies, upon an assignment of Compliance officer(s) and Compliance manager(s) at the Company and each subsidiary, to improve the compliance system and understand and address important issues in all business activities by the Directors and employees of the Company and its

subsidiaries.

- (4) The Company has established a system under which, if any problem concerning compliance arises, the nature and possible measures of the problem will be reported from Compliance officer(s) through the Compliance Committee without delay to the Boards of Directors and Audit and Supervisory Committee through the Director in charge of compliance and those responsible for each Head of Companies.
- (5) The Company has established the Audit Dept. under the direct management of the President & CEO. This Department conducts internal audits to examine whether operations of the Company and its subsidiaries are conducted in compliance with relevant laws and regulations as well as internal rules, and assess the validity of control.
- (6) The Company has established an internal whistleblower system to accept reports or provide consultation on incorrect behaviors that are against social norms or corporate ethics. Appropriate measures are taken to protect whistleblowers and maintain transparency.
- (7) The Audit and Supervisory Committee audits the effectiveness and functions of the internal control system.

3. A framework aimed at preservation and control of information relating to the performance of duties by Directors of the Company

- (1) The Directors of the Company appropriately preserve and control information and documents pertaining to performance of duties as provided in the Core Information Security Policy.
- (2) The information control system is designed to allow access upon request of Directors.

4. A framework including rules concerning the control of risk of loss of the Company and its subsidiaries

- (1) The Company seeks to prevent potential risk. When risk becomes apparent, all employees including the President quickly and calmly respond to it.
- (2) The Company has established Risk Control Rules to identify and control risks related to the performance of duties at the Company and its subsidiaries, and has created the Risk Control Committee head by the President & CEO. This Committee puts in place a risk management system that prevents and gets prepared for potential risks pursuant to the Risk Control Rules.
- (3) If the Audit Dept. finds any violation of laws, regulations, the articles of corporation or internal rules, or any performance of duties that may cause a loss due to some other reasons at the Company or its subsidiaries, the General Manager of the Audit Dept. immediately notifies the President & CEO and tells employees to implement corrective or improvement actions.
- (4) If a risk arises, when necessary, the Emergency Headquarters headed by the President & CEO is established and measures are immediately taken to remedy the situation.

5. A framework to ensure the efficient performance of duties by Directors of the Company and its subsidiaries

- (1) The Board of Directors of the Company and its subsidiaries determine material issues pertaining to management policy and other items and oversees the performance of duties by the Directors, in accordance with the internal rules including those of the Boards of Directors. They have a framework to ensure the distribution of sufficient materials related to the agenda to all the Directors.
- (2) The Company has in place an executive officers system to make speedy decisions on product development planning and quick and flexible response to market trends. The Executive Officers oversee the progress and implementation of business plans at regular Executive Management and Executive Officers' Meetings.
- (3) The Company and its subsidiaries delegate authority and responsibility clearly defined by the rules on job authority and functions, and other rules in performing duties.

6. A framework to ensure the proper performance of other duties at the Company and its subsidiaries

- (1) The Company has established the Rules on Matters to be Declared or Reported to Tokyo Seimitsu from Subsidiaries, based on which important issues are reported to the Company, and some require the approval of the President & CEO of the Company or the Board of Directors.
- (2) To facilitate this framework, the Company provides support and advice to its subsidiaries, and if necessary, dispatches Directors and/or Auditors to monitor and/or audit its business operations.
- (3) The Management Support Dept. under the direct control of the President & CEO collects information on important issues and serious risks at the subsidiaries to share information between

the Company and the subsidiaries and properly perform duties in the interest of both the Company and subsidiaries.

- (4) If the Management Support Dept. identifies a risk of loss at a subsidiary, it immediately reports to the Board of Directors and divisions concerned the nature, degree and impact of the loss.
- (5) The Company's Audit and Supervisory Committee and the Company's Audit Dept. actively share information with the Auditor and Audit Dept. and other relevant divisions of the Company or subsidiaries in order to earlier detect and prevent improper transaction or accounting related to the Company and subsidiaries.

7. A framework to ensure the credibility of financial statements

- (1) The Company has established the Core Policy on Internal Control over Financial Reporting to sufficiently reduce risks against the credibility of financial reporting by the Company and its subsidiaries.
- (2) The Company and its subsidiaries strive to ensure the validity of financial reporting by segregating responsibilities and conducting daily monitoring in the performance of their daily duties.
- (3) The Internal Control Committee and the Audit Dept. evaluate and check the validity of internal control systems related to financial reporting at the Company and its subsidiaries.
- (4) For matters which are highly likely to have material impact on the financial situation, the Directors (excluding the Audit and Supervisory Committee members), Audit and Supervisory Committee members, and Accounting Auditors properly share information among themselves.

8. Matters on the Assignment of Employees to Assist the Audit and Supervisory Committee

The Company assigns around two employees belonging to the Management Support Dept. or Audit Dept. to assist the Audit and Supervisory Committee when necessary.

9. Matters on Ensuring the Independence of Employees who Assist the Audit and Supervisory Committee from the Directors (excluding the Audit and Supervisory Committee members), and those on the Effectiveness of Instructions of the Audit and Supervisory Committee to such Employees

- (1) The employees who assist the Audit and Supervisory Committee described in the preceding paragraph do not receive any instructions from superiors of the division they belong to for matters for which they receive instructions from the Audit and Supervisory Committee.
- (2) The appointment and transfer of the employees who assist the Audit and Supervisory Committee requires the consent of the Audit and Supervisory Committee.
- (3) To evaluate the employees who assist the Audit and Supervisory Committee, opinions are obtained from the Audit and Supervisory Committee.

10. Frameworks including those concerning reporting to the Audit and Supervisory Committee of the Company by the Directors and employees of the Company and its subsidiaries, or the Auditors of the Subsidiaries

- (1) The Directors and employees of the Company and its subsidiaries, and the Auditors of subsidiaries make reports or provide information as necessary, as determined by the Audit and Supervisory Committee of the Company, on request of the Audit and Supervisory Committee.
- (2) The matters that may require reporting or information sharing as described in the preceding paragraph are as follows:
 - ◆ Internal Control System activities of the Audit Dept. and Management Support Dept.
 - ◆ Activities of the Auditors and internal audit divisions of subsidiaries
 - ◆ Major accounting policy and standards of the Company, and changes to them
 - ◆ Business results and forecasts to be announced, and contents of important documents to be disclosed
 - ◆ Management of the internal whistleblower system and reported contents
 - ◆ Distribution of internal *Ringi* and minutes of meetings requested by the Audit and Supervisory Committee
- (3) The Company and its subsidiaries ensure that their Directors and employees and the Auditors of subsidiaries are not treated unreasonably because of such reporting or information provision to the Audit and Supervisory Committee.

11. Other frameworks to ensure effective auditing by the Audit and Supervisory Committee

- (1) The Representative Directors of the Company hold regular meetings with the Audit and Supervisory

Committee members as appropriate to exchange opinions on the management of the Company and communicate each other, separately from the reporting of the performance of duties.

- (2) The Board of Directors of the Company ensures that the Audit and Supervisory Committee members participate in important meetings such as Executive Management Meetings to ensure proper performance of their duties.
- (3) The Company shall bear all the necessary expenses or debts for the Audit and Supervisory Committee members to perform their duties. Upon claim of advance payment of such expenses pursuant to the Companies Act., it shall immediately pay after confirming with the relevant divisions.

12. Basic Views and Activities to Severe Relationships with Anti-social Groups

- (1) The Company and its subsidiaries will not have any relationships with anti-social groups. When contacted by such groups, the Company and its subsidiaries provide information to related organizations such as police, and work with attorneys to take steadfast action against unreasonable or violent demand as an organization.
- (2) The ACCRETECH Group Code of Conduct prohibits any relationships with anti-social groups. The Company and its subsidiaries work to collect updated information from the police and shareholder registry administrators and other enforcement bodies. The Company has identified a section in charge of responding to these issues and collaborates with external organizations when necessary.

2. Basic Views on Eliminating Anti-Social Forces

Please refer to above internal control policy, 1-12. Basic Views and Activities to Severe Relationships with Anti-social Groups.

V. Others

1. Basic Views on Eliminating Anti-Social Forces

Adoption of Anti-Takeover Measures	No
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Supplementary Information

Not applicable.

2. Other Matters Concerning to Corporate Governance **UPDATED**

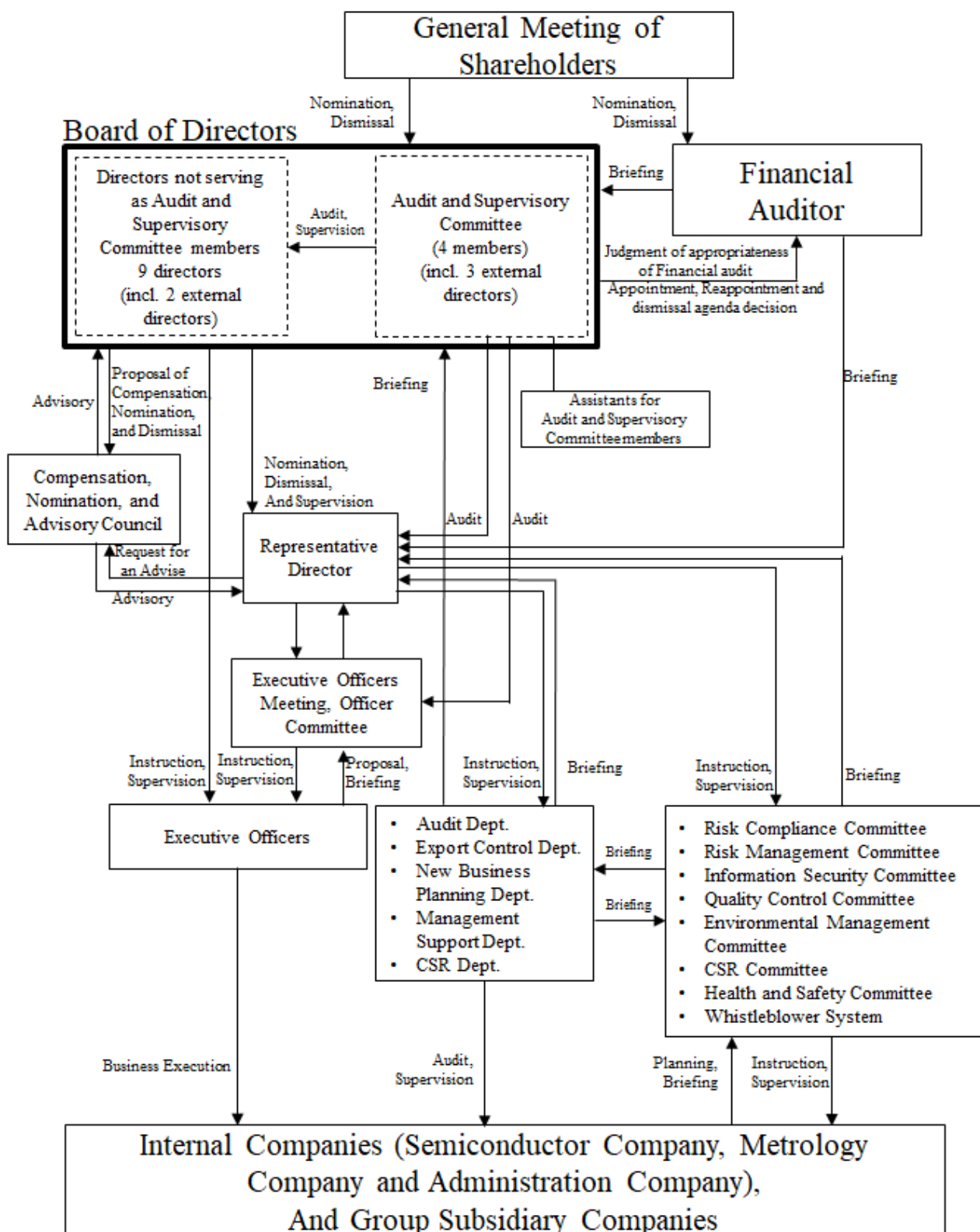
Overview of timely disclosure

In terms of timely disclosure, the Company maintains internal information controls and processes in its “Information Security Policy” and “Regulation for Insider Trading” and works for timely and appropriate disclosure of the Company’s information such as significant resolutions, events, and/or earnings information that may influence investor’s judgements.

The Timing and method of disclosure will be mutually decided by the Board of Directors and related organizations, and will be handled by the General Affairs Dept., upon direction of the Information management supervisor (Director in charge of information disclosure).

The Company utilizes disclosure methods widely so that our stakeholders enable to obtain the Company’s information, including posting on the Timely Disclosure Network(TDnet) provided by the Tokyo Stock Exchange, on the Company’s website and provision of news releases.

Reference: Diagram of Corporate Governance Structure



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