

Environmental Initiatives

We uphold the provision of solutions with low environmental impact as Komori's role in our Long-Term Vision and believe that environmental conservation and profit generation should be achieved at the same time. Toward realizing sustainable environment and society, we position achieving carbon neutrality by 2050 as a material issue, and will undergo a review of the Komori Eco Vision 2030 in advance of the Seventh Medium-Term Management Plan set to begin next year.

History of Komori's environmental initiatives

Policy	Since 2001 Acquired ISO14001 Certificate →
	Since 2004 Basic Environmental Policy →
	Since 2015 Komori Eco Vision 2030 →
	Since 2022 Support to TCFD Recommendations →
System	2001 Environmental Committee — Since 2013 Green Project →
	2001 CSR Promotion Office — Since 2013 CSR and Environmental Countermeasure Planning & Coordination Office →
Information Disclosure	Since 2004 Issued the Environmental and Social Responsibility Report — Since 2022 Issued the Integrated Report →
	Since 2014 Nikkei Environmental Management Survey — Since 2022 Participation in the Nikkei SDGs Management Survey →
	Since 2018 Participated in the Ministry of the Environment's Green Value Chain Platform →
	Since 2022 Response to CDP Climate Change Questionnaire →
	Since 2022 Disclosure of TCFD-aligned Information →

To meet the expectations for an environmentally-friendly society, Komori launched the Environmental Committee in 2001, and has been engaged in initiatives such as acquiring ISO14001 certification and establishing the Basic Environmental Policy. In 2013, Komori launched the Green Project (Green-PJ) to further promote environmental activities and has since strived to improve the global environment and work environment. We also formulated the Komori Eco Vision 2030 in 2015 as long-term environmental targets.

Efforts surrounding information disclosure include publishing details of initiatives in our Environmental and Social Responsibility Report since 2004, and from 2015 we have been disclosing greenhouse gas (GHG) reduction targets set forth in our Komori Eco Vision 2030 as well as actual results. We began participating in the Nikkei Environmental Management Survey in 2014, then switched to the Nikkei SDGs Management Survey, and received an overall rating of three stars in 2022. We announced that we support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in 2022 and have disclosed climate-related information. By responding to the questionnaire developed by CDP, an international environmental nonprofit organization (NGO) founded in the U.K., we have been disclosing environmental information including GHG emissions, reduction targets, and progress thereof, since the fiscal year ended March 31, 2023.



Basic Environmental Policy

- 1 We consistently pursue improvements, such as saving energy and other resources, reusing and recycling, and reducing all waste for corporate activities.
- 2 We proactively promote the development of environmentally friendly printing presses and peripheral equipment.
- 3 Furthermore, we practice green procurement, which has lower environmental impact, in purchasing material.
- 4 We adhere strictly to environmental and related laws and ordinances while reducing emissions of hazardous chemical substances and striving to prevent pollution.
- 5 We set and regularly review environmental goals and targets in order to continuously reduce environmental loads.
- 6 We will document, practice, and maintain this policy. We will educate employees about the policy to enhance their awareness of the need to safeguard the environment.
- 7 We are committed to communicating with local residents, customers, and related companies to proactively aid environmental protection.

Initiatives for Climate Change

(Information disclosure based on the TCFD recommendations)



Governance

Komori's basic environmental policy and material issues including climate change countermeasures are reported and discussed in the CSR Committee. The CSR Committee is headed by President and Representative Director and consists of all Directors and Operating Officers, with meetings scheduled to be held four times annually. Its resolutions are presented and reported to the Board of Directors as necessary and reflected in the Group strategies.

Risk management

Based on Komori's risk management regulations, the Risk Management Committee has been established as an organization subordinate to the CSR Committee which undergoes initiatives in cooperation with those in charge of risks in each of the divisions, against various risks that are assumed in the management strategies and business strategies. In identifying and evaluating risks, those involving all aspects surrounding the business environment including climate-related are identified, then the frequency of occurrence and impact of those risks are evaluated. Planning and evaluation of risk management activities are conducted by those in charge of risks within each division, and progress of the activities are discussed by the Risk Management Committee, with particularly important risks being reported to and discussed by the CSR Committee and the Board of Directors. Risks identified through these processes are assigned individually to divisions in charge, who address the risks and consider measures to implement. They are to prevent the occurrence of these risks or minimize the effects when they do occur, and the Risk Management Committee oversees the progress of such activity and manages the status of action. (*See diagram of the Corporate Governance Structure on Page 56 for details.)

Strategy

To consider the impact of climate change on business, scenario analysis was conducted, taking into account climate-related scenarios released by external organizations such as the International Energy Association (IEA) and the Intergovernmental Panel on Climate Change (IPCC). The analysis makes evaluations based on quantitative and qualitative aspects of impact of climate change as of 2030 as stipulated in Komori Eco Vision 2030. The scenarios used for the analysis and results of the analysis are as follows:

	4°C scenario		1.5°C (under 2°C) scenario	
Overview	A scenario in which temperatures in the 21st Century are assumed to rise between 3.2°C and 5.4°C (roughly 4°C) compared with world average temperatures in the time around the Industrial Revolution, and a worldview where physical effects such as storm and flood damage are assumed to grow and intensify.		A scenario in which rise in temperatures in the 21st Century is assumed to be contained under 1.5°C (under 2°C) compared with world average temperatures in the time around the Industrial Revolution, with a worldview assuming policy regulations and technological innovation progressing toward decarbonization.	
Scenarios referenced	IEA • Stated Policies Scenario	IPCC • RCP 8.5	IEA • Sustainable Development Scenario • Net Zero Emissions by 2050 Scenario	IPCC • RCP 2.6









With the 4°C scenario, physical effects such as storm and flood damage are assumed to grow and intensify. Efforts are taking place to reduce risks for Komori locations that are susceptible to storm and flood damage, etc. with relocations and change to energy saving for air conditioning equipment. The 1.5°C scenario assumes the effects of introducing carbon tax and expanding emissions trading systems. Anticipating such impact arising from decarbonization, Komori is aiming to reducing risks by taking initiatives for decarbonization such as setting reduction targets for Scopes 1 and 2. By improving the energy-saving performance of our products and downsizing them, we are responding to the changes in demands placed on our products.

As for other matters with potential to become business opportunities, a transition from conventional printing presses to those with high environmental performance and digital printing systems are a risk for the Company, but is also believed to lead to increased demand by uncovering customer needs.

An increase in demand for electronic components arising from the advance of digital transformation will also lead to development of the printed electronics field. We believe that focusing on product R&D will lead to risk reduction and opportunities such as business expansion and increased sales, and we will continue to promote initiatives.

Given this latest scenario analysis and current initiatives, we will continue to strengthen response to climate change looking ahead to increased resilience against various matters that have been evaluated and identified with both scenarios and to initiatives toward decarbonization.

Results of analysis pertaining risks and opportunities based on climate change scenarios

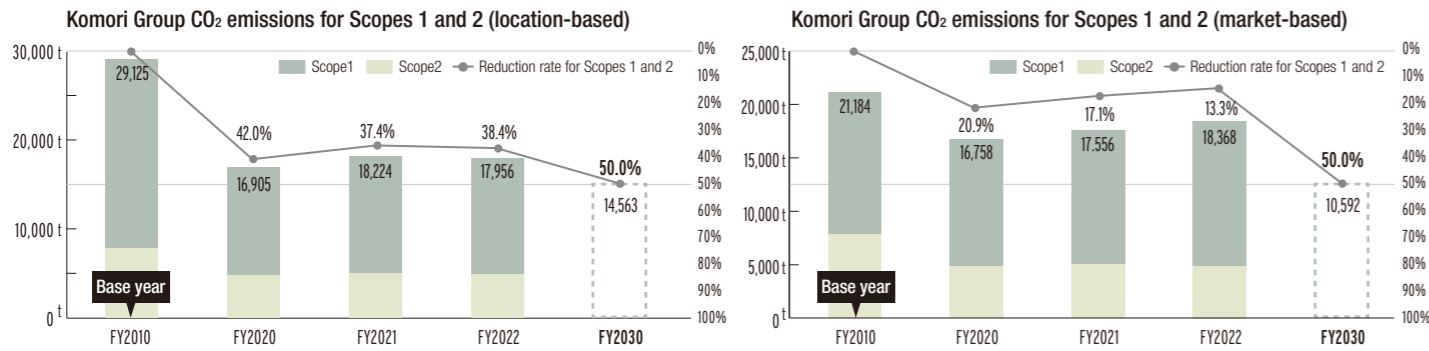
Segment	Factors and events		Evaluation				Status of Komori initiatives ● Response to risk ○ Response to opportunity ● Response to risk/ opportunity
			4°C scenario		1.5°C scenario		
			Risks	Opportunities	Risks	Opportunities	
Impact from transitioning to a decarbonized society	Carbon pricing 	Increase in business costs such as the start of carbon tax	Low	Low	High	Low	<ul style="list-style-type: none"> Setting reduction targets for Scopes 1 and 2 and taking action Initiatives to achieve carbon neutrality by 2050
	Energy-saving and renewable energy measures 	Response to measures related to energy-saving and renewable energy	Low	Low	High	High	<ul style="list-style-type: none"> Installation of solar panels ⇒Solar panels were installed at the MBO plant in Germany, and electricity generated in the fiscal year ended March 31, 2023 was 57,364kWh Introduction of electricity sourced from renewable energy ○ Promote energy-saving performance during product development
	Changes in energy costs 	Increase in electricity price due in part to switch to power-generating method sourced from renewable energy	Low	Low	Medium	Low	<ul style="list-style-type: none"> Switch to energy-saving air conditioning and lighting equipment during product manufacturing ⇒Changed lighting at Tsukuba Plant and headquarters to LED ○ Development of products at high energy-saving performance
	Progress in next-generation technology 	Changes in demand for printing presses due to digital transformation	Medium	Medium	High to Medium	High to Medium	<ul style="list-style-type: none"> Downsizing due to improved product manufacturing capabilities ● Transition to printing presses and digital printing systems with high environmental performance ○ Development of products in the field of printed electronics with low environmental impact
	Changes in raw material costs 	Rise in prices of casting and steel materials due to changes in iron smelting methods	Low	Low	Medium	Low	<ul style="list-style-type: none"> Examination and consideration into substitution of parts through dialogue with suppliers
	Reputational risks 	Impact from status of initiatives pertaining climate change on corporate evaluation	Low	Low	Medium	Low	<ul style="list-style-type: none"> Appropriate information disclosure and communication with stakeholders
Physical impact from climate change	Intensifying extreme weather 	Damage to Komori locations and the supply chain due to weather disasters	High	Low	Medium	Low	<ul style="list-style-type: none"> Relocations and measures for offices exposed to hazards and risks ⇒Relocated the Komori Global Parts Center from Noda City, Chiba Pref., where flooding risks were high on the hazard map, to the Tsukuba Plant in August 2022 Strengthening of BCP measures
	Rise in average temperatures 	Increase in business costs due to the use of air conditioning equipment caused by rising temperatures	High	Low	Medium	Low	<ul style="list-style-type: none"> Installation of air conditioning equipment with high energy-saving performance

[Evaluation Indicators]

- Quantitative evaluations have been performed with the following criteria on items that (potentially) impacted operating income performance in the fiscal year ended March 31, 2022:
⇒ High: 5% or more, Medium: More than 1% - under 5%, Low: Under 1%
- Impact on which quantitative evaluations are not performed is evaluated based on qualitative study, and qualitative evaluation is indicated with gray coloring.

Indicators and targets

In the Komori Eco Vision 2030 formulated in 2015, we have set a target of a 50% reduction in CO₂ emissions for Scopes 1 and 2 in FY2030 as compared to FY2010 levels to mitigate the impact of climate change, and activities to reduce emissions are being promoted.



* CO₂ emission amounts for acquired companies are reflected retroactively to adjust the amounts before acquisition.

Emissions for Scope 3 are also being calculated and progress is indicated in the table below.

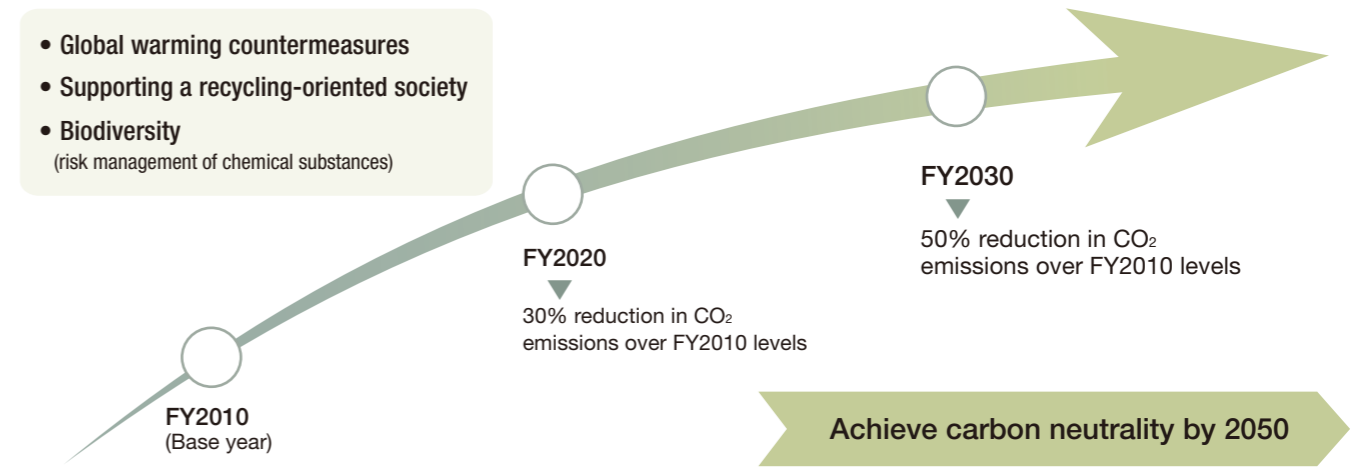
Scope	Category	CO ₂ emissions (tons)			Applicability
		FY2020	FY2021	FY2022	
Scope 3	1 Purchased goods and services	205,211	374,070	459,015	
	2 Capital goods	2,627	4,416	5,461	
	3 Fuel and energy related activities	1,316	1,559	1,416	
	4 Transportation and distribution (upstream)	17,301	24,599	26,394	
	5 Waste generated in operations	88	116	122	
	6 Business travel	444	979	696	
	7 Employees commuting	3,370	3,274	3,404	
	8 Leased assets (upstream)	0	0	0	N/A
	9 Transportation and distribution (downstream)	0	0	0	N/A
	10 Processing of sold products	0	0	0	N/A
	11 Use of sold products	328,390	653,427	683,565	
	12 End-of-life treatment of sold products	1,260	2,392	2,664	
	13 Leased assets (downstream)	0	0	0	N/A
	14 Franchise	0	0	0	N/A
	15 Investments	9,145	9,682	6,976	
Total		569,152	1,074,514	1,189,713	

Komori Eco Vision 2030 (long-term targets)

In 2015, the Komori Group formulated "Komori Eco Vision 2030," a set of long-term environmental targets, and has since continuously worked to achieve it. Based on global warming countermeasures, supporting a recycling-oriented society, and restoring biodiversity, this vision puts forward our commitment to contributing to the realization of a sustainable environment and society and our direction as to how to fulfill our responsibilities as a global company.

- CO₂ emissions (Scopes 1+2): a 50% reduction by FY2030 as compared to FY2010 levels
- Waste: achieve zero waste emissions by FY2030, applicable for the Company and its domestic group companies

For CO₂ emissions (Scopes 1+2), further aim to achieve carbon neutrality by 2050 and promote activities to reduce emissions.

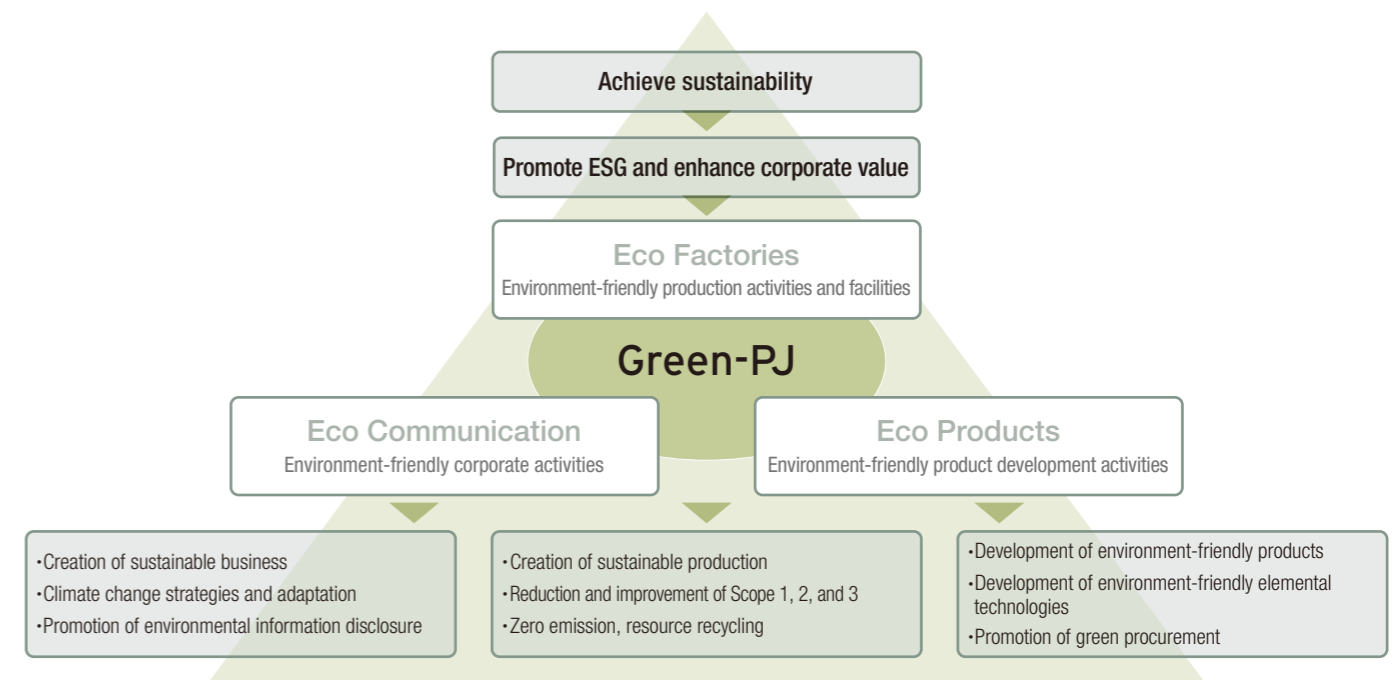
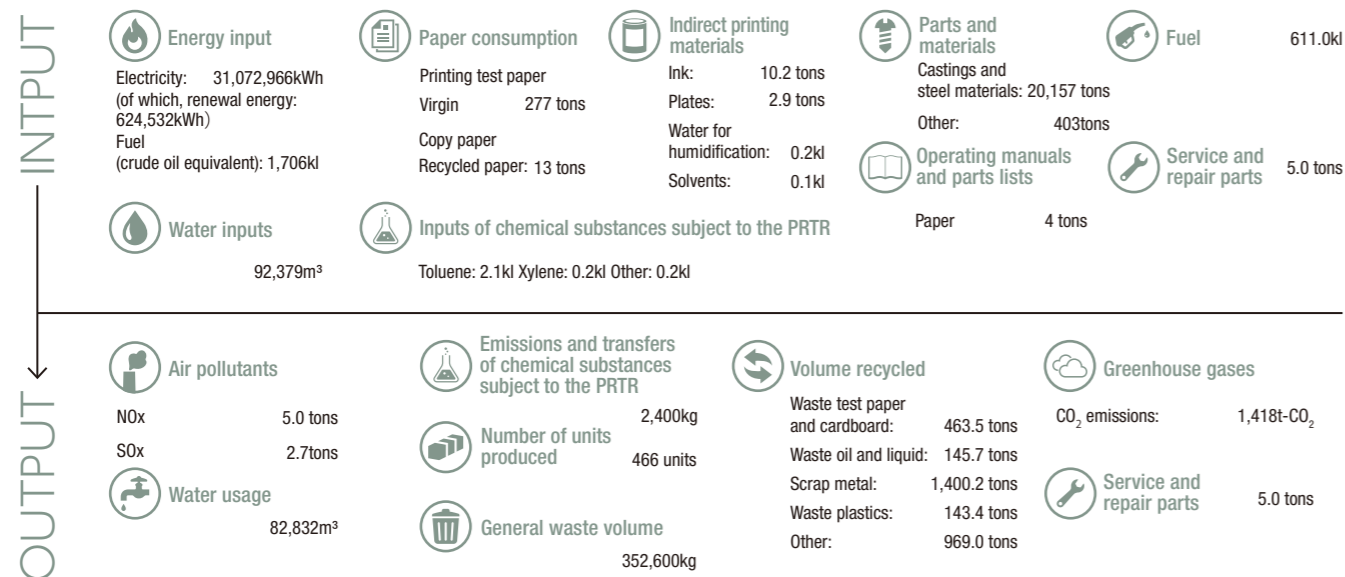


Komori Green Project

Komori has created a group-wide project dedicated to the environment, "Green-PJ." In line with promoting ESG management, the three guidelines of Eco Products, Eco Factories, and Eco Communication will be used to continue activities for environmental matters overall.



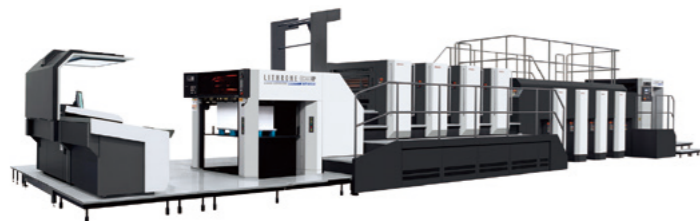
Environmental Data



Eco products

LITHRONE GX/G advance series; 476 units sold (as of April 30, 2023)

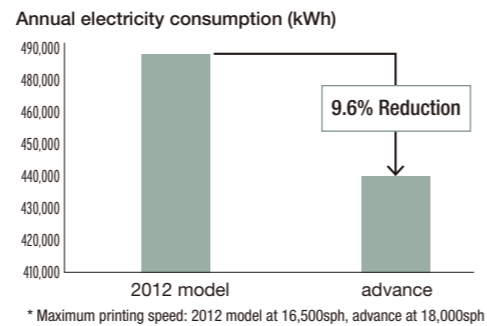
The advance Series, which offers world class ROI (Return on Investment), greatly contributes to higher productivity and profitability with high-speed printing and shorter make-ready times. It also contributes to a reduction in CO₂ emissions as a result of suppressed electricity consumption with increased efficiency and less loss of paper with stabilized quality. The LITHRONE GX40RP advance in particular, capable of single-pass perfecting printing from thin paper to card board, is a printing press that realizes overwhelming productivity and focuses on environment-friendliness. Despite an increase in maximum printing speed compared to when it was developed, electricity consumption and CO₂ emissions throughout its life cycle have been reduced.



LITHRONE GX40RP advance (40" 8-color Front/Reverse Offset Printing Press)

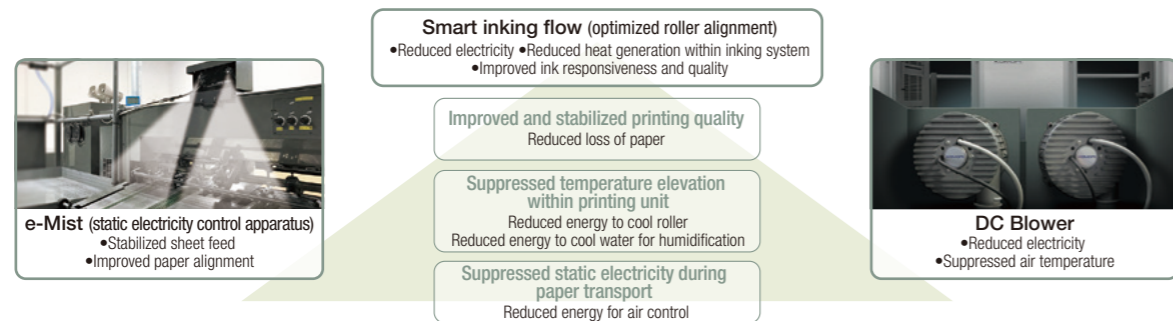
Maximum printing speed: 18,000sph

- Major specifications featured:
- Parallel make-ready
 - DC Blower
 - Optimization of roller alignment
 - H-UV L(LED)



Development of environmental and energy-saving items

We are developing printing presses, equipment, and systems that are environmentally-friendly, and working to reduce environmental impact. We will contribute to reduced paper loss, greater productivity, and a reduction in electricity consumption and costs through more stable printing quality, suppressed temperature elevation, and reduced static electricity that is generated.



Eco factories

In order to reduce environmental impacts from our plants and offices, we have installed solar power generation equipment, LED lighting, heat source equipment for energy-efficient air conditioners, and a power usage monitoring system in the machining area, etc., thereby promoting reduced energy consumption from improvements in both equipment and operating methods.

Adoption of solar power generation equipment

At the Tsukuba Plant, a large-scale 500kW solar power generator was installed on the rooftop, and the electricity generated in the fiscal year ended March 31, 2023 at 597,000 kWh was fully used in the plant, equivalent to a reduction of 259.2 t-CO₂*.

Group company MBO, a manufacturer of post presses for the post-printing process, added on facilities to their plant in Germany in 2022 for output of 117kW, and installed facilities in the Portugal Plant in 2023 for output of 590kW, and is consuming electricity in-house and selling the electricity as well.

LED lighting installed

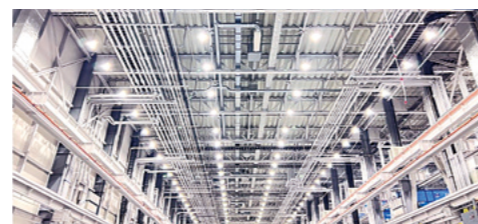
At the Tsukuba Plant, ceiling lighting, crane lighting, office and plant fluorescent lighting have all been changed to LED in the fiscal year ended March 31, 2023, and CO₂ emissions are expected to be reduced by 72.4t-CO₂* in the fiscal year ending March 31, 2024.

Lighting on all floors of the headquarters building was switched to LED in the same fiscal year, and group companies are also working to change lighting to LED.

*FY2022 National average emission factor for calculating greenhouse gas emissions



Solar panels at the MBO plant in Germany



LED lighting on ceiling of Tsukuba Plant

Eco communication

Further to the above, we are also working to reduce environmental impact in all our business domains. The KGC (Komori Graphic Technology Center), the core location of the Komori Group solutions, has started webinars and remote training for customers, contributing to reducing CO₂ emissions.

KGC Organically integrating the following three functions, KGC, as the core location for Komori's development of solutions including environmental solutions, is proactively disseminating the latest information to customers and industries around the world.

Demonstration Center



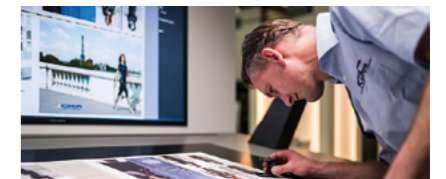
The Demonstration Center offers a variety of demonstrations of actual machines including advanced printing machines and system equipment, while taking all possible measures against COVID-19. Visitors have a chance to experience the highest level of functionality, performance, productivity, operability, and safety of machines.

Printing College & Training



The Printing College & Training provides full-range support for customers' human resources development by developing training curriculums related to printing quality and improved productivity, and offering it with a practical approach. This hands-on training program helps participants acquire more practical knowledge and skills.

Printing R&D Center

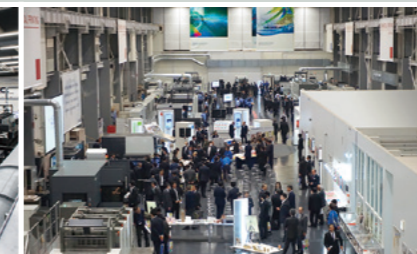


The Printing R&D Center is engaged in new technological development, new equipment and product development centering on fundamental research of printing technologies and printing software-related technologies. By collaborating with various public and private corporations, it has contributed to the development of the entire printing industry and its profit generation.

Utrecht, The Netherlands



Tsukuba, Japan



Chicago, The U.S.



Initiatives for biodiversity preservation

The Komori Group appreciates the bounty of nature and will contribute to the preservation of biodiversity through its business.



Group photo of Katsuragi foresters

We began sponsorship in 2016 of the Tsukuba Kanyou Forum, an NPO for local environmental activities. We also participate in activities being held by the Tsukuba Kanyou Forum related to development of the forest in Katsuragi, and are contributing to maintaining and improving the ecosystem rooted in the region.



Cherry blossom trees lined up alongside the road facing the Tsukuba Plant

The Tsukuba Plant is not just a printing press factory, but also a plant that gives due consideration to coexisting with nature and the local region. A total of 112 cherry blossom trees are planted on both sides of the road facing the plant, creating a verdant environment for the site.



Nukanome Cherry Blossom Street along the Mogami River

Komori Machinery rounded up volunteers to join the Nukanome Sakura-kai, which preserves cherry blossom trees that make up the Nukanome Cherry Blossom Street. Our volunteers participated three times between the months of July and September to work on trimming undergrowth, pruning, fertilizing, pest control, etc.

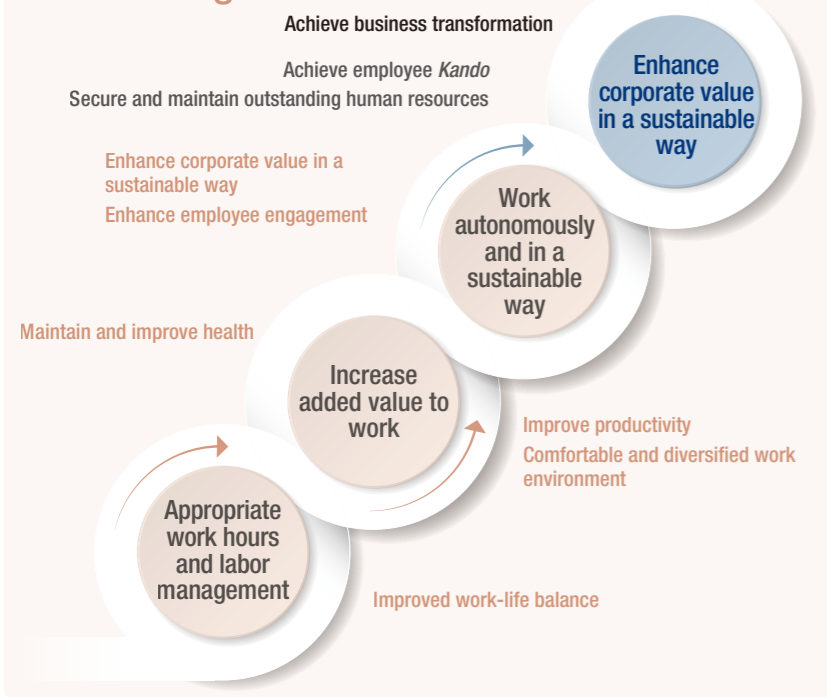
Realization of *Kando* beyond expectations is unattainable without employee *Kando*

Employee engagement enhancement is one of the material issues for the Group's endeavors toward 2030 in the Long-Term Vision, Komori 2030. For Komori to continue enhancement of corporate value in a sustainable way, human resources are positioned as its most important "capital," and we believe initiatives for the enhancement of employee engagement is essential by realizing employee *Kando*, with the Komori-Way Work-Style Reform that is challenging but rewarding positioned as the basis. We are working to strengthen human capital for the group overall, naming the Komori-Way Work-Style Reform "K-Work," and implementing reforms in stages.

Senior Operating Officer and General Manager
of Personnel and General Affairs Division
Shoji Oyama



Overall Image of K-Work



Three pillars of K-Work

- 1. Establishment of a Comfortable Workplace Environment**
A workplace environment that allows a healthy and flexible work style
- 2. Enhancement of Human Resource Management**
Personnel and educational systems to enhance work ethic and skills
- 3. Diversity Promotion**
Support for work-life balance according to life events and employing diverse human resources

1. Establishment of a Comfortable Workplace Environment

At Komori, the spread of COVID-19 became an opportunity to implement new work styles, such as working remotely and staggered work hours, as well as promoting reforms in the office layout in order to create new ideas and values through revitalized communication across divisions. We are working to expand flexible work styles that are not bound by time and place.

Based on the idea that health management of each and every employee is important for employees to sustainably reach their full potential in their performance, we are also undergoing initiatives strategically with regard to health management aiming to maintain and improve the health of employees.

Diversified work styles

Working remotely and staggered work hours were implemented as measures against the pandemic, but they have continued even after the easing of restrictions against COVID-19. Currently, preparations are underway to employ them under official company systems as new work styles.

Use of stress checks

The checks are being conducted with our original questions added to the legally-required items. Results of their analysis are shared with the management team at reporting sessions and to department heads at briefings so that they can lead to improvements in the workplace environment.

Office layout reform NEW

SERIA CORPORATION, one of our group companies, integrated their Tokyo headquarters located in Tabata together with their East Japan Stencil Making Department in Toda City, Saitama, transferring their headquarter functions to the third floor of the Toda office. At that time, with an aim to promoting efficient use of space and work-style reform, they adopted the free addressing arrangement where employees choose seating as they please according to their work for that day. This initiative is new and the first among the Group.

With the implementation of free addressing, divisions grew closer and it became easier for active opinion exchange as well as coordination of work. The workplace atmosphere also became brighter, leading to greater motivation among employees. It also became easier to communicate, gather together if necessary, and readily address concerns or hold discussions, all dramatically increasing the speed for decision-making. This initiative by SERIA CORPORATION became a precedent, and free addressing for the entire Group is being planned for the future.



Health Management

To achieve employee *Kando*, Komori is working on health management as it is essential for each and every employee to be healthy both mentally and physically and to work with enthusiasm. Specifically, Komori undergoes appropriate management of work hours, provides every employee with an opportunity to receive regular health checkups, recommends participation in specific health guidance, improves health by promoting radio calisthenics exercises, etc., and takes measures against infectious diseases such as workplace-based vaccinations for COVID-19 and influenza.

We will continue to recognize employees' health management from a management perspective, continuously examine and review the effectiveness of our initiatives, solve various health issues, and maintain and improve the health of employees and their families.

Certified as a 2023 Health and Productivity Management Organization

Komori was recognized under the 2023 Certified Health and Productivity Management Organization Recognition Program (Large Enterprise Category) in March 2023. It marked certification for two years in a row. This program is to recognize corporations and other organizations that practice excellent health and productivity management through response to local health issues and healthcare initiatives promoted by Nippon Kenko Kaigi.



Initiatives for the integration of all health insurance societies of the Komori Group NEW

With the aim of enhancing benefits for employees and their families, SERIA ENGINEERING, INC., one of our group companies, left their association health insurance society as of October 1, 2022 and joined the Health Insurance Society of Printing, Binding and Packing Machine, the same as the Group. As a result, burden of insurance premiums on individuals was reduced, and the level of services they were eligible for rose. Initiatives to integrate the Group's health insurance society will continue.

<Other Activities>

We participate in the Fun + Walk Project launched by the Japan Sports Agency.

The Fun + Walk Project is a public-private collaboration led by the Japan Sports Agency designed to make walking more enjoyable and make fun activities healthier. Starting with walking, it aims to improve the public's health. Komori encourages employees to take the stairs instead of the elevator.



We participate in the SMART LIFE PROJECT of the Health, Labour and Welfare Ministry.

The SMART LIFE PROJECT is a national campaign led by the Ministry of Health, Labour and Welfare under the slogan "Extend the healthy life-span" aiming for every Japanese citizen to lead active, healthy and enjoyable days throughout their lives. We are encouraging employees to take action especially in three areas: exercise, good dietary habit, and no smoking. At Komori, various information related to health is disseminated and educational activities for employees are also conducted through the internal portal.

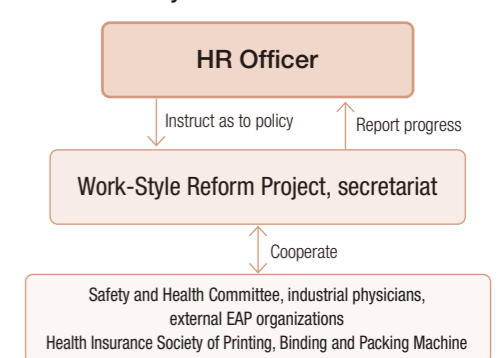


Komori participates in the Ministry of Health, Labour and Welfare's Corporate Action to Promote Cancer Control. NEW

The Corporate Action to Promote Cancer Control is an initiative to grow momentum in society to take action against cancer in a positive manner with the cooperation of companies by promoting an increase in the rate of cancer screening in the workplace. Komori encourages women to be screened for cervical cancer on a regular basis, and by providing subsidies, we promote creating an environment that makes it easier for female employees to be tested.



Promotional system



2. Enhancement of Human Resource Management

The Komori Group aims to be an organization where each and every person of our diverse personnel can autonomously grow and continue to play an active role. To this end, we intend to provide growth opportunities according to each employee's career plan and enhance employees' growth by getting them motivated, which in turn will lead to our growth as an organization. The Komori Group values ability and autonomy and puts in place a mechanism and environment that allow employees to try as many times as they like.

Strengthening development of global human resources

Komori has overseas subsidiaries in 18 locations throughout 11 countries, and one third of the employees are overseas personnel of foreign nationality. As further globalization of our businesses is expected going forward, we consider the development of global leaders to be an urgent matter.

To that end, Komori defines global human resources as those that can plan and implement an overseas commercialization strategy together with the local staff. We have started training that aims to mainly strengthen adaptability to other cultures and business management know-how. We also promote human resource exchange with the overseas subsidiaries and hiring of overseas human resources, and are taking initiatives to establish a "people and organization structure" that is in line with globalization.

Career development and evaluation

We are undergoing career development and evaluation, positioning personnel optimally so that: both employees and the organization can achieve maximum performance; highly fair, transparent evaluation can be carried out; and compensation in line with such evaluation can be provided. Utilizing the target management sheet set up every half year, supervisors and employees compare targets set and results achieved in a one-on-one meeting. Further, target management is tied to performance evaluation, and in evaluating achievements, results of the evaluation are also provided as feedback. Also, with self-assessment, individuals are free to include their ambition regarding future transfers and career aspirations, thereby allowing for each employee to be heard and for coordination in positioning personnel optimally as much as possible for the organization as a whole.

Training and education

As employees working at Komori are diversified in job type and age group, individuals are subject to target management and OJT based on the stage they have reached at the time, and these tools are used for development and communication. In addition, human resource development is systematized, and by conducting various training and education, opportunities are provided for employees to gain skills and specialized knowledge required on the job. In recent years, aiming to improve communication skills and productivity, lower the rate of turnover, and increase soundness of the organization overall, emotional intelligence quotient (EQ) education is also being held for those in the executive level.



Human resources development matrix		Basic stage	Mid-career stage	Managerial stage	Executive stage
Selective	Management resources development			EQ training	Training for executives
	Next-generation management resources development		Komori Juku	Training for selected section managers	Training for selected department managers
Common	Training for the next stage		Training for newly appointed team managers	Training for newly appointed section managers	Training for promotion to managers
		Training for mid-career employee	Career design training		
		Women's career training			
		Training for promotion to assistant and technical assistant			
		Training for employees in their second to sixth year with the Company	Training for promotion to assistant managers and assistant technical managers		
		Training for new employees			
Personal development	Qualification acquisition*	*TOEIC score of 500, level 3 bookkeeping certification			
Observing discipline		Online English conversation, distance learning *Roughly 200 courses			
		Compliance training			

3. Diversity Promotion

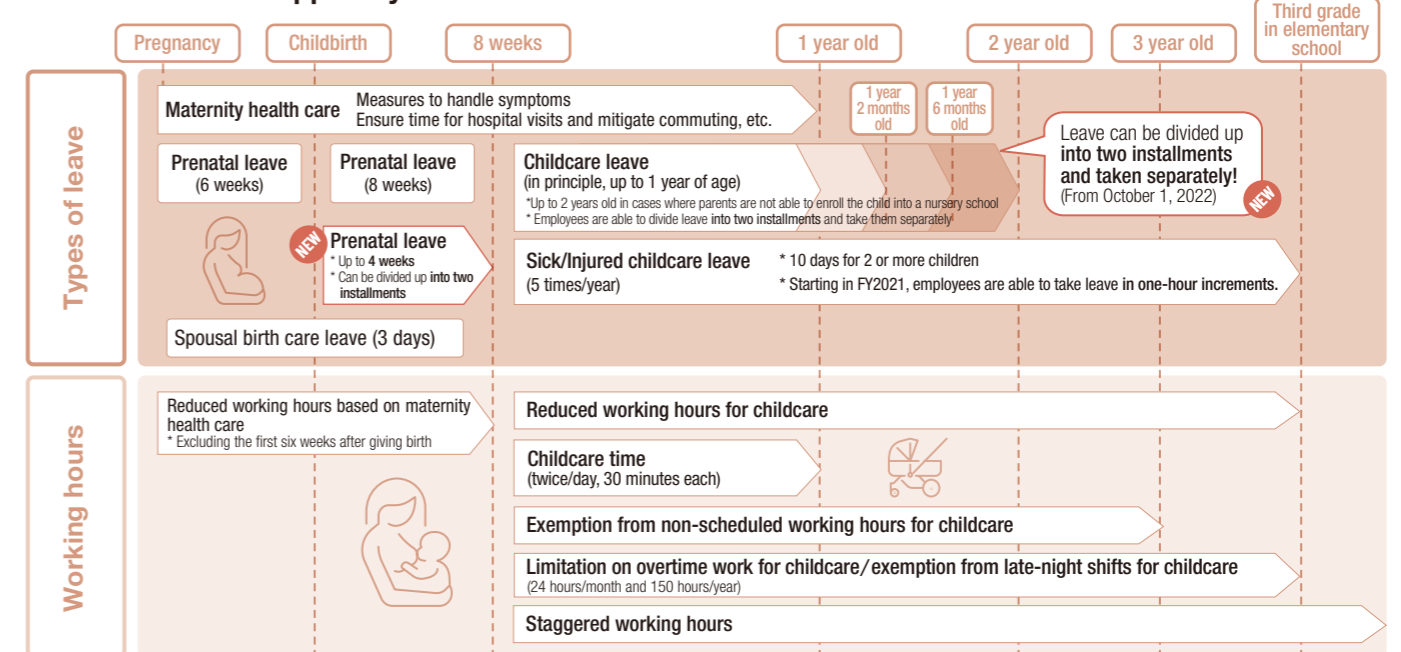
Komori positions supporting work-life balance and raising next-generation children as one of the focused initiatives of promoting diversity, equity, and inclusion, and has been increasing and improving systems compatible with life events. Various initiatives are being taken based on the belief, "If we provide a comfortable and fulfilling working environment for employees who are balancing work and childcare, they can exert their full potential."

Kurumin certification

Komori has been supporting women's career development as part of promoting diversity, and we received Kurumin certification in April 2021 by the Minister of Health, Labour and Welfare as a company that supports childrearing.



Komori childcare support system



Work during postpartum paternity leave (parental leave)

Following revision to the Child Care and Family Care Leave Act, we have incorporated a program to enable work during postpartum paternity leave with the aim of raising the rate of male employees taking childcare leave. (Actual usage between October 2022 and March 2023: 1 employee)

Establishment of an external consultation contact point

Targeting employees undergoing maternity leave, childcare leave, and childrearing after returning to work, an external consultation contact point has been established as a system to provide childcare consultation

free of charge by consultants having many qualifications, such as trained childcare givers, family therapy counselors, and infant feeding instructors. Consultation is available by phone, email, and online.

Participation by elderly workers

Aiming to maintain and elevate motivation among the elderly workers, measures are being taken in steps to improve compensation, such as with revisions to salary and increasing application of expired accumulated leave.

Human resources data

Consolidated (FY)	Number of employees	Ratio of employees at overseas locations (%)	Number of female employees	Ratio of female employees (%)	Number of women in managerial positions	Ratio of women in managerial positions (%)	Non-consolidated (FY)	Number of employees	Number of female employees	Ratio of female employees (%)	Number of women in managerial positions	Ratio of women in managerial positions (%)
FY2021	2,613	35.2	426	16.3	31	6.0	FY2021	1,071	143	13.4	3	1.2
FY2022	2,567	35.2	438	17.1	27	5.6	FY2022	1,059	147	13.9	4	1.6

Non-consolidated (FY)	FY2020	FY2021	FY2022	Non-consolidated (FY)	FY2020	FY2021	FY2022	Non-consolidated (FY)	FY2020	FY2021	FY2022
Average age [male]	43.38	43.51	43.52	Ratio of employees taking annual leave (%)	50.5	58.5	64.5	Ratio of health exams taken (%)	98.4	89.5	90.9
Average age [female]	40.38	40.57	40.28	Average number of overtime work hours	12.5	18.7	22.7	Number of industrial accident occurrences	7	3	7
Average years of service [male]	19.16	19.19	19.19	Number of employees who use shortened work hours	21	28	29	Actual education expenses (yen)	26,227,574	44,614,139	29,521,452
Average years of service [female]	16.14	16.93	16.53	Ratio of employees taking childcare leave [male](%)*	86.7	82.4	91.7	Education expenses per person (yen)	22,629	39,238	27,209
Average annual salary [male] (yen)	6,731,280	6,997,775	7,103,543	Ratio of employees taking childcare leave [female](%)*	100	100	100	Number of female participants in education and training	22	23	29
Average annual salary [female] (yen)	4,665,882	4,791,328	4,978,983	Ratio of stress checks taken (%)	88.9	90.8	91.1				

Target figures related to human resources (non-consolidated)

*1: By 2030 *2: FY2023 to FY2024

Number of women in managerial positions*
6%

Number of female participants in education and training*
40 or more

Ratio of employees taking annual leave*
70% or more

Stakeholder Partnerships

Establishing far-reaching co-creation and collaboration to give Kando to our partners including collaborative companies

Procurement policy

With basic agreements of transactions in place, we share Komori's philosophy at partner company policy briefings once a year, and hold regular meetings of partner companies at our two main plants (Tsukuba Plant and Komori Machinery Co., Ltd.) every month to share important information on the procurement of parts and materials.

Green procurement

We have formulated the "Komori Green Procurement Standard Guidelines" to promote initiatives in collaboration with our suppliers including low-carbonization, compliance with chemical substance-related laws and regulations, and biodiversity preservation.

Collaborative VE activities

We take the needs of partner companies that we can address to help improve issues they are facing, and work on activities to improve quality and costs with a technical approach.

Establishing relationships of trust with long-term transactions

Production of Komori's printing presses, which consist of approximately 50,000 parts on average, would not be possible without the support of its many high-quality partner companies. As we marked the 100th anniversary of our founding, Komori honored our long-standing business partners.

Business partnership length in years	70 or more	60 or more and less than 70	50 or more and less than 60	40 or more and less than 50	30 or more and less than 40	Total
Number of companies honored	13	11	14	37	41	116

Comments from our major long-standing partner company

Interview with the Chairman and President of Aotsune Technology & Sales Co., Ltd., who we continue to do business with for over 70 years

Our company was established in 1912 as a copper and iron merchant in Sumida-ku, Tokyo. Thereafter, we shifted our business format to become a trading company handling power transmission parts (shafts, metals, pulleys). Located in an area with many textile spinning companies, we supplied parts for production facilities and expanded our business. Being situated near the Komori headquarters factory (at the time), we started engaging in business together. We supply various parts including chains and lifting motors, and have been doing business with Komori for 70 years. The reason our business alliance has continued for so long is that we as a specialized trading company have many customers, and are able to leverage the strong relationships with them to be able adjust and develop parts and equipment to propose and supply to Komori based on their needs in terms of quality and specifications. At the same time, we are able to share a sense of direction with Komori by obtaining orders and production trends as well as information regarding future development from them, and this has allowed us to build a steady and favorable business relationship.

For development of Komori's new products, we make various proposals as to selection of supply manufacturers and regarding costs, and always strive to support their vast number of parts with steady production through efficient delivery management and quality control. We also addressed the recent shortage of parts with a determined stance to ensure production lines were never halted. We hope to continue cooperating to build a sustainable supply chain through efficiency stemming from even more information sharing.



President Ryutarō Aoyagi and Chairman Tsunehide Aoyagi

[After the interview]

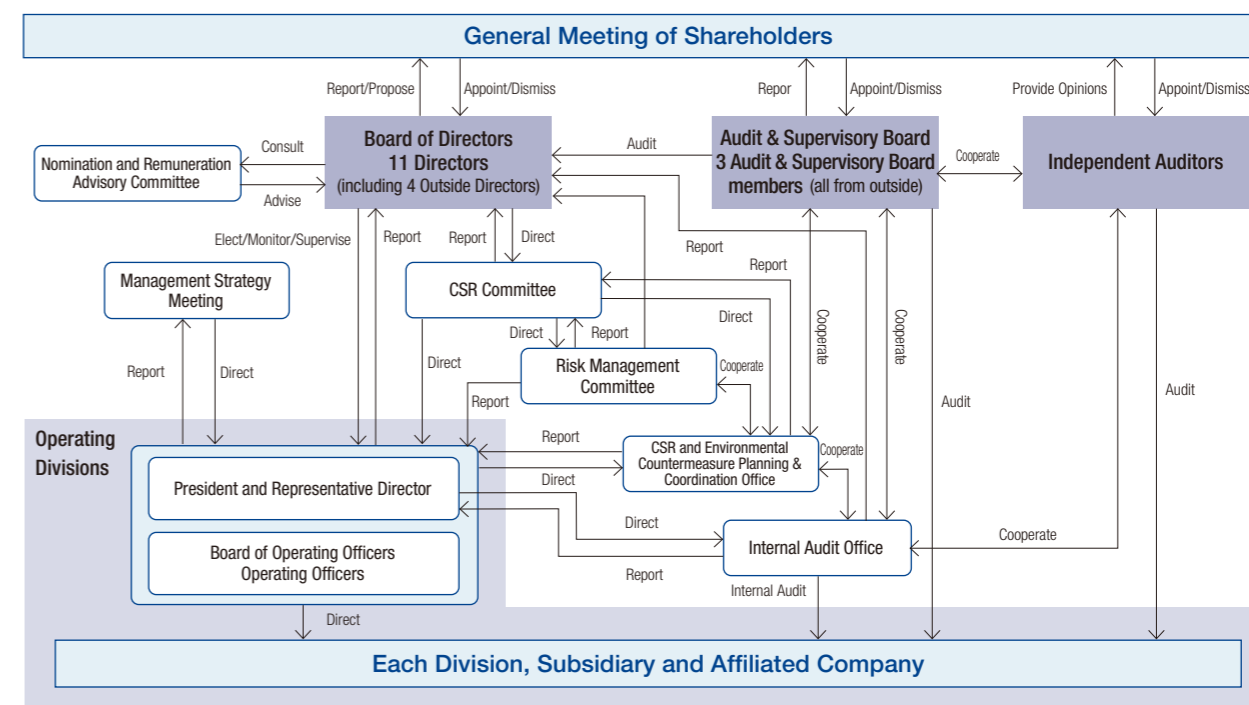
Chairman Aoyagi smiled as he noted it would be much more profitable for them to do business with a trading company where products could be delivered as is, since Komori's demand for precision in parts is on a high level with tight delivery dates, while also saying that he aims for not short-term profits, but stable and mutually beneficial profit in the long-term. It makes one realize anew how Komori's strength lies in our long-term business relationships of trust, and that co-creation with partner companies is the very backbone of Komori's development and production capabilities.

Fundamental Concept of Corporate Governance

Under the corporate philosophy, "Company delivering Kando beyond expectations," Komori understands that it is one of the most important material issues to meet expectations from all stakeholders including shareholders, customers, suppliers, local communities, and employees and their families in its business activities, fulfill its responsibilities and maximize corporate value. To that end, Komori employs a Company with Audit & Supervisory Board system as a core part of its corporate governance activities.

Komori also acknowledges that securing management transparency, prompt decision-making, compliance, and strengthening the audit function are fundamental to corporate governance. Based on these fundamental concepts, the Company pursues efforts to ensure solid corporate governance in all facets of management, including the supervision of management.

Corporate governance structure



History of corporate governance structure

	Before 2011, since 2013	since 2016	since 2020
Structure	1994 Transferred to a Company with Audit & Supervisory Board		As of July 2023 280 meetings in total
Director	2013 Ratio of Outside Directors: 25%	2018 Increased to 3	2021 Increased to 4
Evaluation of effectiveness		2016 Introduce a questionnaire-style self-evaluation	Evaluated 13 times in total
Nomination Advisory Committee		2019 Established	2022 Integrated into Nomination and Remuneration Advisory Committee (Chaired by Outside Director, comprising 3 Outside and 2 Inside Directors)
Remuneration Advisory Committee		2019 Established Held 10 times in total	2020 Introduced Performance-Linked Stock Remuneration System

Main Decision-Making Bodies and Frequency of Meetings in Fiscal Year Ended March 31, 2023

The main decision-making bodies and the frequency of meetings in the fiscal year ended March 31, 2023 are as follows: □=Inside ■=Outside

Board of Directors	11 Directors (including 4 Outside Directors) and 3 Audit & Supervisory Board members (all from outside) Chair Yoshiharu Komori (Chairman)	13 meetings Out of Inside Directors and Audit & Supervisory Board members, 3 are mid-career recruitment	
Audit & Supervisory Boards	3 Audit & Supervisory Board members (all from outside) Chair Shinji Amako (Full-Time Outside Audit & Supervisory Board member)	13 meetings Including 1 female	
Nomination & Remuneration Advisory Committee	5 Directors (including 3 Outside Directors) Chair Harunobu Kameyama (Outside Director)	11 meetings	
Management Strategy Meeting	7 Directors and 1 Full-Time Audit & Supervisory Board member (including 4 from outside) Chair Satoshi Mochida (Representative Director and President)	7 meetings	
Board of Operating Officers	11 Directors, 1 Full-Time Audit & Supervisory Board member, 8 Operating Officers, 1 General Manager of Service Engineering Division, and 1 General Manager of ICT Promotion Division Chair Satoshi Mochida (Representative Director and President)	12 meetings Mid-career recruitment	
CSR Committee	11 Directors, 1 Full-Time Audit & Supervisory Board member, 8 Operating Officers, 1 General Manager of Service Engineering Division, and 1 General Manager of ICT Promotion Division Chair Satoshi Mochida (Representative Director and President)	4 meetings	
Risk Management Committee	1 Operating Officer, 1 Management Planning Office member, and responsible officer/employee from each division Chair Shoji Oyama (Operating Officer)	Held as needed 2 CSR Committee reports	

Reasons for appointment of Outside Directors and Outside Audit & Supervisory Board members

Outside Directors and Outside Audit & Supervisory Board members	Reasons for appointment
Harunobu Kameyama Appointed in June 2013 Born on May 15, 1959 Outside Independent Director	He was elected for the purpose of improving the transparency of the Board of Directors and enhancing supervisory functions, in addition to having him utilize his expertise, experience, etc. gained as an attorney at law in the management of the Company. (Board meeting attendance: 12 out of 13 sessions)
Masataka Sugimoto Appointed in June 2019 Born on March 22, 1970 Outside Independent Director	He was elected for the purpose of improving the transparency of the Board of Directors and enhancing supervisory functions, in addition to having him utilize his extensive academic experience, broad insight, etc. relating to new functional materials and leading-edge molding processing technology in the management of the Company. (Board meeting attendance: 13 out of 13 sessions)
Toshiro Maruyama Appointed in June 2021 Born on April 21, 1957 Outside Independent Director	He has deep expertise in printing securities and broad insight based on his experience in plant operations and business management. He was elected for the purpose of improving the transparency of the Board of Directors and enhancing supervisory functions, in addition to having him utilize his expertise, insight, and other skills in the management of the Company. (Board meeting attendance: 13 out of 13 sessions)
Koji Yamada Appointed in June 2023 Born on June 21, 1954 Outside Independent Director	He was elected to utilize his extensive experience in managing both domestic and overseas factories for a comprehensive machinery manufacturer with a global presence as well as his proven track record as an executive responsible for the business. Moreover, we would like him to use his wealth of experience and insight in training and managing many foreign employees for the Company's management. Additionally, he was appointed for the purpose of improving the transparency of the Board of Directors and enhancing supervisory functions. (Appointed in June 2023)
Shinji Amako Appointed in June 2016 Born on April 21, 1956 Outside Independent Audit & Supervisory Board member	He was elected, having determined that he would be able to execute audits from an outsider's perspective to a greater degree as an Outside Audit & Supervisory Board Member by utilizing his extensive knowledge and experience that he has gained from business operations, overseas assignments, and management at a manufacturing company in another industry. (Board meeting attendance: 13 out of 13 sessions, Audit & Supervisory Board meeting attendance: 13 out of 13 sessions)
Hiroko Sakamoto Appointed in June 2013 Born on July 30, 1954 Outside Independent Audit & Supervisory Board member	She was elected, having determined that she would be able to execute audits from an outsider's perspective to a greater degree as an Outside Audit & Supervisory Board Member by utilizing her professional knowledge as a certified public accountant and a certified tax accountant and her experience in audit corporations. (Board meeting attendance: 13 out of 13 sessions, Audit & Supervisory Board meeting attendance: 13 out of 13 sessions)
Muneaki Kiyota Appointed in June 2020 Born on April 3, 1957 Outside Independent Audit & Supervisory Board member	He was elected, having determined that he would be able to execute audits from an outsider's perspective to a greater degree as an Outside Audit & Supervisory Board Member by utilizing his extensive knowledge and experience that he has gained from business operations and management at other companies in different industries including a financial institution. (Board meeting attendance: 13 out of 13 sessions, Audit & Supervisory Board meeting attendance: 13 out of 13 sessions)

Skills Matrix

		Expertise and Practical Experience									
Name		Outside	Experience in corporate management	Knowledge about the Company's business	Sales and Marketing	Manufacturing and Quality Control	R&D and Innovation	Finance	Personnel and HR Development	Legal Affairs and Compliance	Global
Inside Directors	Yoshiharu Komori		●	●	●		●				●
	Satoshi Mochida		●	●	●	●	●		●		●
	Eiji Kajita		●	●	●			●			●
	Masafumi Yokoyama		●	●					●	●	●
	Koichi Matsuno			●		●		●		●	●
	Isao Funabashi			●		●	●				
	Iwao Hashimoto			●			●		●	●	
Outside Directors	Harunobu Kameyama	●								●	
	Masataka Sugimoto	●					●				●
	Toshiro Maruyama	●	●			●	●				
	Koji Yamada	●	●		●	●		●	●	●	●
Audit & Supervisory Board member	Shinji Amako	●	●			●				●	●
	Hiroko Sakamoto	●						●		●	
	Muneaki Kiyota	●	●					●		●	●

*The above matrix is not an exhaustive list of areas of expertise of Directors and Audit & Supervisory Board members.

Stakeholder Dialogue and Engagement

Komori is working to find solutions to management issues through dialogues with our stakeholders, including customers, business partners, and shareholders. Also, as we consider human capital as an important management resource for business development, we have established a cooperative system through communication between employees and management and various internal systems in order to enhance corporate value. Aiming to be a company trusted by the community, we are making efforts to actively participate in community activities.



Track and field training lesson in Kushiro

Stakeholders	Policy measures
Customers	<ul style="list-style-type: none"> Providing printing machinery which complies with domestic and overseas environmental regulations Realizing energy and resource savings of printing machinery on basis of environmental impact assessments Providing, as printing education institution, various training programs that contribute to improving quality and productivity of offset printing as well as reducing environmental impact
Suppliers	<ul style="list-style-type: none"> Execution of green procurement Discussions with top management at briefings for partner companies Policy explanation by the purchasing department
Shareholders	<ul style="list-style-type: none"> Early notification of general meetings of shareholders Holding general meeting avoiding peak period (once a year) Preparing various documents in electronic documents and their English versions Allowing exercise of voting rights via the Internet and smartphones
Market Players	<ul style="list-style-type: none"> Scheduling online financial results briefings (4 times a year) Internet financial reporting Individual meetings
Employees	<ul style="list-style-type: none"> Good work-life balance support, including gender-neutral parental leave system, etc. In-house reward system to recognize outstanding ideas and activities Interactive town-hall meetings and workplace revitalization via regular training, corporate newsletters, etc. Promoting the Company's printers through internal photo contest and external events
Local communities	<ul style="list-style-type: none"> Providing scholarship for overseas study Providing part of premises for use as helipad for medical helicopters Initiative for community greening activities Exchange with elementary school students through sports training by the Komori Athletic Team Supporting employment of refugees from international conflict, etc. Operational support for community marathon event Support for funding water supply for daily use abroad Collaboration with local public institutions in joint disaster drills, etc.

Directors' Remuneration

Directors' remuneration

Directors are paid basic remuneration and performance-linked remuneration, paid as bonuses, to ensure that the remuneration system appropriately reflects accountability and performance, thereby increasing corporate value. The ratio of performance-linked remuneration is determined to be approximately 50% of the total amount of basic remuneration for average performance. The performance is, in principle, determined according to the achievement of consolidated operating income, and the total amount to be paid is to be submitted to the General Meeting of Shareholders for deliberation after the end of the fiscal year. Remuneration for Outside Directors is a fixed amount on a monthly basis.

The Remuneration Advisory Committee, which the Company voluntarily established in December 2018, has been working to strengthen the objectivity and transparency of Directors' remuneration. The Committee (presently as the Nomination and Remuneration Advisory Committee) is composed of three members: two Outside Directors and one Inside Director. Proposals deliberated by the Committee are submitted and resolved at meetings of the Board of Directors. In light of the nature of their duties, Audit & Supervisory Board members receive basic remuneration on a monthly basis, of which the total amount shall be within the limit approved by the General Meeting of Shareholders. The amount of basic remuneration for each Audit & Supervisory Board member is determined through deliberations among all Audit & Supervisory Board members.

Performance-linked stock remuneration system

Komori has introduced a new performance-linked stock remuneration system, the Board Benefit Trust (BBT), for executive directors. The introduction of the system is to make clearer the linkage between the remuneration for executive directors, the Company's business performance, and shareholder value, and for executive directors to share with investors not only the benefits of increasing stock prices but also the risks of declining stock prices. Thus, we are aiming to motivate executive directors to contribute to the improvement of the Company's business performance and enhancement of corporate value over the medium- to long term. Specifically, the figure is adjusted at the end of the Medium-Term Management Plan, depending on the achievement of each numerical plan set in the Plan.

Status of Reduction in Cross-Shareholdings

Komori holds shares in other companies, considering the fact that cooperation with business partners is vital for development, sales, financing, etc., which will increase corporate value and achieve sustainable growth. As to the shareholdings, the Board of Directors verifies the significance of holding stock in each company every year and any shareholding judged to be unreasonable is reduced. With respect to the exercise of voting rights for cross-shareholdings, we make a judgment on each proposal according to our evaluation criteria which verify, from a medium- to long-term perspective, whether the relevant company's corporate value will improve or whether the significance of our shareholding will be impaired after fully taking into consideration the management policies and strategies of the stock-issuing company concerned.

Evaluation of Effectiveness of Board of Directors

Evaluation for 77th term (fiscal year ended March 31, 2023)

In analyzing and evaluating the effectiveness of the Board of Directors, a questionnaire survey (self-assessment) was conducted for all Directors and Audit & Supervisory Board members on the following matters: As a result of the analysis and evaluation, it is determined that the effectiveness of the Board of Directors is ensured. A summary of the evaluation is given below.

•Board composition	It consists of 14 Directors, including 4 Outside Directors and 3 Outside Audit & Supervisory Board members, who have good balance of knowledge and experience in various fields, thus constituting an appropriate structure.
•Board operation	The Chair of the Board of Directors makes efforts to ensure prompt and active deliberations by, for example, encouraging Outside Directors to be proactively involved in discussions. Also, the start and/or end time of meetings was changed according to the importance of proposals and matters to be reported to ensure sufficient time for deliberations. We continue to practice online attendance, which was implemented during the COVID-19 pandemic. Meetings were held every month according to the schedule decided at the beginning of the fiscal year. The attendance rate was 99.4%, including Outside Directors and Outside Audit & Supervisory Board members, ensuring the smooth operation of the Board of Directors.
•Matters to be proposed and reported	In accordance with the regulations of the Board of Directors and legal requirements, important matters were appropriately proposed and reported. Additionally, we hold a preliminary briefing on proposals and matters to be reported, and distribute relevant materials in advance to facilitate effective and prompt discussions.
•Status of deliberation	Meetings were held every month according to the schedule decided at the beginning of the fiscal year. The attendance rate was 99.4%, including Outside Directors and Outside Audit & Supervisory Board members, ensuring the smooth operation of the Board of Directors.
•Status of improvement	We have made improvements one by one according to requests and findings by the Board of Directors. In the fiscal year ended March 31, 2023, briefing sessions and the like were held in response to the request for an increase in face-to-face opportunities to give advice and guidance to the execution side.

Explanatory session before Board meeting		
Date for session	Preceding day of Board meeting	
Number of sessions	FY2020	6
	FY2021	5
	FY2022	7

Briefing session on progress in Medium-Term Management Plan	
Description	Progress report by Operating Officers and persons responsible for promoting business
Date of session	Held in July and December 2022
Individual briefing sessions	
Aug. 2023	Briefing on each regional strategy by a person responsible for supervising each region
Feb. 2023	Formulation of Purpose

Concepts of Compliance and Internal Control

Compliance

We ensure that all our officers and employees in Japan and overseas conduct their activities in compliance with laws, regulations, social ethics, and respect for human rights based on the "Komori Group Code of Corporate Conduct" and the "Komori Group Employee Conduct Standards" both of which were formulated as basic guidelines for corporate activities. In addition, we have established the CSR Committee and the section in charge of compliance to promote and raise compliance awareness throughout the Komori Group by providing a whistle-blowing system for domestic Group companies, as well as compliance education for all employees. As for information disclosure regarding our efforts to respect human rights, we issued a statement in February 2023 based on Section 54 of the UK Modern Slavery Act, 2015.

Internal control

•Internal control system	We have an internal control system in place, based on a basic policy for establishing it approved by the Board of Directors. We annually review and evaluate the operational status of the internal control system, reporting the results to the Board of Directors.
•Internal audit	We have an internal control system in place, based on a basic policy for establishing it approved by the Board of Directors. We annually review and evaluate the operational status of the internal control system, reporting the results to the Board of Directors.
•Cooperation with Audit & Supervisory Board members/ Independent Auditors	We closely collaborate with the Audit & Supervisory Board members by regularly exchanging opinions, conducting joint audits, and sharing audit results, aiming to enhance the efficiency and quality of audits. We engage in discussions with our Independent Auditors through meetings on their quarterly review reports, interim/final audit result reports, and other occasions.

Risk Management

We have identified individual risks in the Komori Group and examined countermeasures for them at various meetings, and responded to issues in daily operations to a certain extent. However, as the environment surrounding us is changing, there are concerns that any lack in common understanding and partnership between departments regarding important risks could lead to a delay in taking countermeasures. Therefore, the CSR and Environmental Countermeasure Planning & Coordination Office is working together with each department to narrow down and manage 21 risk factors, including those stated in the Securities Report, in view of the severity of the risks we faced in the past and the priority of risks we are currently facing.

Out of them, 17 risk factors are classified into 8 risk types as listed in the table below and the status of risk management is disclosed in the Securities Report for this fiscal year.

In our internal activities, the risk management organization headed by CEO was formed, taking responsibility for identifying and assessing risks from group-wide perspectives. In accordance with the Regulations for Risk Management and the Operational Guidelines for Risk Management established to this end, we set up the Risk Management Committee which is responsible for formulating the group-wide risk management policy, reviewing the risk management system, monitoring the status of measures taken for each individual risk, and implementing necessary follow-up action. The status of progress is reported to the CSR Committee quarterly and the Board of Directors as necessary. The emergency headquarters will be in charge for risks in emergencies.

	Risk type	Risk factor	Number of risk factors
1	Management risk of overseas subsidiaries	<ul style="list-style-type: none"> Risk of reduced profitability of subsidiaries in Europe and the U.S. Risk of possible damage due to product quality claims Risk of deterioration in cash flow due to excess inventories 	3
2	Hazard risk	<ul style="list-style-type: none"> Risk related to information security breach (BCP to respond) Important information: Customer information, employee information, drawings, intellectual property information, design/manufacturing technology information, financial information Risks linked to Headquarters functions and plants Country risk involved in overseas business 	3
3	Market volatility risk (Market monitoring risk)	<ul style="list-style-type: none"> Market volatility risk (market monitoring risk) Risk of offset printing market shrinking Risk caused by currency exchange fluctuations 	2
4	New business management risk	<ul style="list-style-type: none"> Risk of digital printing business growth stagnating Risk of target areas in PE business 	2
5	Supply chain risk (parts supply risk)	<ul style="list-style-type: none"> Risk related to price hikes on raw materials, electronic parts, etc. Risk of supply of electronic parts, etc. being delayed 	2
6	Risk related to environment/ climate change	<ul style="list-style-type: none"> Risk of making little progress in developing next-generation technologies in environmental response Risk of energy costs increasing 	2
7	Risk related to human resources	<ul style="list-style-type: none"> Risk related to human resource employment/diversity Risk of employees quitting 	2
8	Risk related to compliance	<ul style="list-style-type: none"> Risk related to wrongdoing and harassment 	1

Interviews with Outside Directors



Photo shows Outside Directors (from left: Yamada, Maruyama and Sugimoto, excluding Kameyama)

The Komori Group believes that the enhancement of management transparency and governance contributes to improving corporate value. For the reappointed Outside Directors, we asked about the environment surrounding Komori, the improvement of corporate value, changes and achievements, as well as advice and supervision. As for the newly appointed Outside Director, we asked about his past experiences and Komori's impressions.

Harunobu Kameyama Appointed in June 2013, born on May 15, 1959

Q1 From the perspective of your expertise, how do you perceive the social environment surrounding Komori?

A1 To start with, every business entity, including our Company, should not only aim for profit maximization but also strive to contribute to all entities involved in our business, including ESG and the SDGs (Sustainable Development Goals) as well as individuals, things, and the environment. Whether social challenges have been resolved efficiently or not should be shared as responsible corporate value and issues. I perceive that such an understanding is rapidly gaining momentum. At the same time, I feel that our Company is in need of the sort of external publicity effort that makes us positively evaluated by all stakeholders, including investors and business partners, particularly in areas such as responsiveness to ROE and PBR, for example.

Q2 What do you think is necessary to improve corporate value?

A2 The Long-Term Vision and Purpose have been formulated with the involvement of external officers as well as part of our efforts to enhance the corporate value of the Company. "Delivering Kando 'beyond expectations' by contributing to society with print technology" is based on the environment surrounding the Company, as previously mentioned. The slogan is also a declaration underscoring our commitment to continually advocate for Kando beyond mere "satisfaction" so that not just customers but all our stakeholders will feel it. Recently, the Company has introduced a product-based business group system to accelerate business activities and optimize revenue management by integrating development, manufacturing and sales. I may only be expressing my personal perception, but the benefits of the reform extend beyond these objectives; within each business group, there seems to be seamless sharing of information from customers and business partners, which is noticeably evident in various discussion forums and meetings. I believe the above-mentioned Purpose has become a means to make it easier for each and every employee in charge to envision the direction we aspire to as the Company. Also, I believe that, in the above-mentioned external publicity as well, the purpose serves as a specific direction for enhancing the Company's corporate value.

Q3 Please tell us changes brought on and results achieved while in office.

A3 As mentioned in last year's Integrated Report interview, interactions at Board of Directors meetings have become more proactive and dynamic in response to significant changes in the business environment surrounding the Company. Over the past year, discussions have taken place on various topics, including the formulation of the Long-Term Vision and Purpose, response to PBR, shareholder returns, diversity focusing on women's empowerment, initiatives addressing human rights issues involving supply chains, investment projects, asset management, cross-shareholdings, and further enhancement of external publicity. There have been

active contributions from outside officers during these deliberations. In discussions like these, I believe it important to have senior executives in charge of business execution articulate and explain their actions in words. Therefore, when it proves challenging to realize certain things while they are actively discussed, I seek explanations about the reasons behind such challenges and take other actions.

Q4 How do you advise and supervise the Company to realize the current Medium-Term Management Plan and to move toward the next Plan.

A4 As I said before, I see it as one of my roles to create opportunities for senior executives responsible for business implementation to articulate and explain their actions in words. From this perspective, we initially and sincerely accept explanations from the executive side in a straightforward and unassuming manner regarding the Medium-Term Management Plan. Moreover, we maintain an attitude of actively inquiring further, using all words to seek clarification on any point that we cannot understand based on the explanations provided. Speaking of the current Medium-Term Management Plan, we inquire about the circumstances and reasons for any unmet target, clarification of where responsibility lies, and the like. Regarding the next Plan, we seek the confirmation of factors such as the relationship with the Long-Term Vision, anticipated goals, measures, and specific efforts aimed at achieving numerical targets, etc. Based on these, we ask for explanations and take other actions.

Masataka Sugimoto Appointed in June 2019, born on March 22, 1970

Q1 Can you tell us about your expertise and compatibility with Komori?

A1 I have gained work experience in the private sector and, currently, I am conducting research at Yamagata University on novel materials, focused on functional polymers, and high-precision molding/processing techniques. The ink used in printing is a viscous liquid containing various additives such as resins and pigments. It exhibits high compatibility with functional materials, resins, etc. that I am studying. In addition to participating in the monthly Board of Directors meetings, I attend various management conferences. Particularly, I have the opportunity to engage in discussions with researchers, especially those in the new PE business, about new materials, technological challenges, market trends, and related topics. As a university faculty teacher with a background in the private sector, there are high expectations for development projects, especially those focused on new businesses.

Q2 What do you think is necessary to improve corporate value?

A2 In my research laboratory, we need a lot of time for extensive experimentation in materials research and, to enhance efficiency, we also engage in data digitization and utilize it for predictive purposes. At Komori Corporation, I believe that accumulating and analyzing various data can lead to improvements in production efficiency, such as assembly and inventory management, and that the utilization of AI, particularly in narrowing down various themes, can be effective. Furthermore, concerning digital transformation (DX), there has been progress in utilizing tools like "KP-Connect," which enables the visualization of complex printing processes. I believe that gaining a comprehensive understanding of company-wide DX, including the manufacturing department, can contribute to strengthening the management foundation and enhancing corporate value.

Q3 Please tell us changes brought on and results achieved while in office.

A3 I think the full-scale launch of the advance series of offset printing machines is indeed the most significant achievement. In addition to the increase in market share, there is also evidence of contributions to the improvement in profitability. In the case of the advance series, we ultimately succeeded in commercializing the products. However, instead of delivering a developed machine to customers and resolving issues that arose while in use in the field to finalize the product, we recognize that one of our challenges is to improve the completeness of any product during its development stage. Another achievement is the expansion of business into the post-processing area of printing through the acquisition of MBO. The DPS business is technically challenging and we are engaged in inherently contradictory problem-solving tasks. While it seems that it will take some more time for commercialization, it's worth noting that even our current state-of-the-art offset machines trace their origin back to the lithographic printing of 100 years ago. I truly hope for its success. In the PE business, we hope it will contribute to the realization of new market creation in processes such as semiconductor production by making full use of a unique differentiating technology based on Seria's screen printing technology combined with Komori's offset printing and coating technologies.

Q4 What sort of advice and supervision do you provide as to the realization of the Medium-Term Management Plan, the development of new businesses, and the like?

A4 With regard to the existing businesses, we are required to improve production efficiency through the use of labor-saving and automation equipment, such as the introduction of robots, besides further cultivating our businesses. Furthermore, I would like Komori to draw inspiration from successful examples of other companies, irrespective of industries, adopting a sales approach that incorporates innovative thinking unconstrained by conventional norms and promoting technological collaboration. For new business ventures, on the other hand, I believe that we are required to prioritize speed, undertake concentrated short-term investment, assess the market viability of technologies, and embrace aggressive investment without fearing risks. Particularly, research and development in the PE business can lead to future top-line growth. So, I strongly encourage its thorough execution. Additionally, if necessary technologies are available, the implementation of M&A or alliances with other companies can also be effective. I would like to urge researchers to proactively go outside to gather and disseminate information by actively participating in academic conferences and engaging in external networking, among other activities. I also encourage the Company to focus on exploring new business opportunities and market creation beyond the PE business, aiming to take the lead among other companies.

Toshiro Maruyama Appointed in June 2021, born on April 21, 1957

Q1 From the perspective of your expertise, how do you perceive the social environment surrounding Komori?

A1 The security printing press market is witnessing a shift toward in-house production, particularly in countries that have traditionally relied on external sources for banknote manufacturing, in addition to investment in the modernization of printing plants and equipment. Komori has split the German printing press market into two halves with local companies. I believe that, through precise market analysis, we can expand Komori users by disseminating proposals leveraging Komori's strengths, such as enhancing the attractiveness of our products and ensuring the excellence of maintenance and peripheral facilities. Initiatives in the realm of digital currencies are under consideration by nonbank financial institutions, commercial banks and central banks. However, numerous challenges exist, and the issuance of digital currencies as legal tender is expected to take additional time. Therefore, it is anticipated that the circulation of banknotes as a means of payment will continue for the present.

Q2 What do you think is necessary to improve corporate value?

A2 I believe that increasing revenue is crucial for the improvement of economic value, and this can be achieved through conscious management focused on profitability and growth, including the provision of attractive and differentiated products. By emphasizing profitability and growth, such strategic management can lead to an increase in sales. Required of us are solving challenges faced by customers, improving customer return on investment (ROI), and providing products based on high-quality assurance. In addition to the machines themselves, providing attractive services utilizing DX will also be necessary for improving customer satisfaction. I believe that we are required to seek early profitability improvement in the DPS and PE businesses, which are anticipated as growth segments in the future, as well as focusing on business development with sustainable management in mind, and making aggressive investment toward its realization. To enhance social value, on the other hand, external appeal is necessary toward raising awareness of Komori's corporate activities aligned with its purpose and strengthening brand power. From the perspective of securing human resources who support the future of Komori, such information dissemination is also crucial.

Q3 Please tell us changes brought on and results achieved while in office.

A3 We have transitioned our organizational structure to a product-based business group system. By reinforcing regional sales channels during the transition process, it has become easy to share needs and challenges in each region. This has facilitated the visualization of performance contributions, and the responsibility structure has become clear. Moreover, enhancement of our development power is making headway. By strengthening the development of elemental technologies and expanding the scope of in-house verification in the development process, we can expect the development of more reliable products, the nurturing of development talents, and the accumulation of intellectual property. I believe that providing products high in their degree of perfection contributes to strengthening brand power and ultimately leads to improved profitability.

Q4 How do you supervise and advise the Company to realize the current Medium-Term Management Plan and to move toward the next Plan.

A4 The ongoing Sixth Medium-Term Management Plan, affected by factors such as the COVID-19 pandemic, necessitated a downward revision of its targets in May 2021. Additionally, it had a significant impact on the development of new business areas. In hindsight, we feel that maybe we should have delved deeper into discussions regarding this response. Any delay in development has a significant impact on subsequent revenue plans. In drawing up the Seventh and Eighth Medium-Term Management Plans, careful consideration and formulation are underway regarding what, by when, and how to achieve financial and non-financial goals, and what sorts of measures to be taken for these objectives. As a result, we expect to strengthen the progress-monitoring function and implement effective measures before significant delays occur, thereby mitigating execution risks and enhancing corporate value.

Koji Yamada Appointed in June 2023, born on June 21, 1954

Q1 Will you tell us about your experience at Komatsu, where you are from, and expertise?

A1 I joined Komatsu Ltd. in 1977 and worked for 20 years at its materials department at the Osaka Plant and Headquarters. I remember that by separating the procurement function from the construction and logistics sector and advancing company-wide centralized purchasing, we enhanced the expertise of buyers, strengthened collaboration with the development and production departments, and transformed the function into a strategic procurement development. I was once responsible as well for a project synchronizing the development of new products modeled on our medium-sized hydraulic excavators. With these achievements recognized, I was entrusted with the position of general manager of Plants in the U.S. and Osaka, and head of the Awazu plant, overseeing overall plant management. During my stint at Komatsu Industries Corp., I managed all aspects of business operations, ranging from development to sales and services. In India, I worked on the dissolution of a joint venture company and prepared for the establishment of our second company-owned plant. From my time at Komatsu, the lessons I have learned and hold dear include the importance of collaboration with suppliers as partners and the critical role of decisive leadership as a top executive.

Q2 Could you tell us if Komori has any commonalities with Komatsu?

A2 What is common is that both companies are manufacturers leading their respective industries. The number of components in a construction machine is approximately 30,000, while printing machines are assemblies of around 50,000 components each. It seems that my experience in parts procurement, which is my expertise, could be useful. Furthermore, printing machines are similar to the press machines handled by Komatsu Industries Corp. in their processing stages and, although there are differences in the processed products, I thought that my experience at Komatsu Industries Corp. could be beneficial. This is the reason why I accepted the position of Outside Director at Komori. Also common to both companies is that they have a high overseas sales ratio, engaging in global operations. While working at Komatsu, I experienced duties in the U.S. and India. I will be happy if my knowledge gained there turns out useful to Komori.

Q3 What sort of impression did you have through your attendance at Board of Directors meetings at Komori?

A3 My initial impression was that everyone speaks actively and articulately during discussions while demonstrating a good understanding of the topics at hand. It's positive to see lively discussions and the exchange of diverse opinions during Board meetings. However, it's unfortunate that there are no female directors on the Board. Of course, regardless of gender, fair and sound advice and supervision are required. However, from a diversity perspective as well, the appointment of women is advisable. Since there are no females among operating officers as well, it seems that a policy of promoting training and hiring women, including mid-career recruitment, is needed from a long-term perspective. I also participated, as an observer, in the medium-term management meeting held at the end of July, which was attended by operating officers as well. I was able to listen to insightful presentations from various departments.

Q4 Please tell us what sort of problem awareness you have about Komori and the role you expect to play in enhancing corporate value.

A4 As for your existing businesses, I think that you need to change conventionally received notions. Due to its long history, Komori Corporation gives the impression that traditional customs and practices have been left unchanged. When I saw an offset printing press for the first time, for example, I was struck by the impression of "Why is it so big?" During my work at Komatsu Industries Corp., an automaker told us to halve the size of a press machine, and we responded to the request. In fact, by making the machine smaller, we went a long way toward reducing the cost of constructing the customer's plant. Also, in areas where high growth is expected, you should recruit talented individuals and make active investment. I think it important as well to raise product prices to levels matching their brand appeal as an industry leader. Customers who voice objections to price increases often present new improvement requests. By addressing these challenges, I believe new value can be created. I also want to contribute to creating a vibrant and energetic work environment.

Interview with Chair of Nomination and Remuneration Advisory Committee

Q1 Could you please tell us how our Nomination and Remuneration Advisory Committee operates and the aspects you prioritize as the Chair of the Nomination and Remuneration Advisory Committee?

A1 Our Nomination and Remuneration Advisory Committee is in place for the nomination and remuneration of not only directors but also operating officers, as well as for the selection and nurturing of successors, to ensure the fairness, transparency and objectivity of such duties. It is also designed to advise the Representative Director and the Board of Directors. In the fiscal year ended in March 2022, the Nomination and Remuneration Advisory Committee held 11 meetings. Not only during meetings but also on other occasions, the Committee shares relevant reference materials. It also shares information such as on Directors, or individuals deemed suitable as successor or for the posts of Director/operating officer, and on the evaluation of achievement of missions assigned to these people.

As I mentioned in the interview for last year's Integrated Report, I believe it crucial to create opportunities for senior executives responsible for business execution to verbally explain and articulate their perspectives. As the Chair of the Nomination and Remuneration Advisory Committee, I consider it my role to create an environment where the executives explain in words about the nomination and succession planning for Directors, and where each Committee member explicitly states his or her perspective and understanding. Additionally, I aim to facilitate active opinion exchanges in order to foster an atmosphere for thorough discussions on these matters.

At the current stage, I must be candid and say that such an environment is still halfway in the process. However, I aspire to continue experimenting and refining our approach, aiming to achieve Committee operations that can provide more appropriate advice in the future.



Photo: Harunobu Kameyama, Chair, Nomination & Remuneration Advisory Committee

Directors



Yoshiharu Komori
Chairman

Born on June 27, 1939
April 1962 Joined the Company
June 1967 Director
August 1979 Managing Director
August 1987 Senior Managing Director and General Manager of Sales Department
April 1993 President and Representative Director
July 2006 Representative Director, President and CEO
June 2009 President, Chairman, CEO and Representative Director
June 2014 Chairman, CEO and Representative Director
June 2019 Chairman (to present)

Number of shares of the Company held: 1,068,573 common shares



Satoshi Mochida
President and Representative Director

Born on August 7, 1950
April 1975 Joined the Company
June 1995 Director, Deputy Head of Corporate Management Office, Head of Secretary's Office and General Manager of Overseas Sales Division
June 1998 Managing Director, Head of President's Office and General Manager of Sales Department at Head Office
April 2000 Managing Director, General Manager of Sales Management Division and General Manager of Sales Department at Head Office
July 2001 Managing Director, General Manager of Sales Management Division, General Manager of Sales Department at Head Office and General Manager of Overseas Sales Division
March 2005 Managing Director and Head of Management Planning Office
July 2006 Managing Director, Managing Operating Officer and Head of Management Planning Office
November 2006 Senior Managing Director, COO and Representative Director and Head of Management Planning Office
June 2007 Senior Managing Director, COO and Representative Director
January 2009 Senior Managing Director, COO and Representative Director and Head of Management Planning Office
June 2011 Representative Director, COO and Head of Management Planning Office
April 2013 Vice President, COO, Representative Director and Head of Management Planning Office
June 2014 President, COO, Representative Director, Head of Management Planning Office and Head of CSR Planning & Coordination Office
March 2016 President, COO, Representative Director and Plant Director of Tsukuba Plant
June 2017 President, COO and Representative Director
June 2019 President, CEO and Representative Director (to present)

Number of shares of the Company held: 82,245 common shares



Harunobu Kameyama
Director

Born on May 15, 1959
April 1992 Registered as attorney at law (Daichi Tokyo BAR Association)
April 1997 Opened Harunobu Kameyama Law Office (now Kameyama Sogo Law Office)
June 2005 Auditor of Kyoritsu International Foundation (to present)
June 2007 Outside Audit & Supervisory Board Member of the Company
April 2010 Civil conciliation commissioner of Tokyo Summary Court (to present)
October 2012 Outside Director of Takaoka Toko Holdings Co., Ltd. (now Takaoka Toko Co., Ltd.)
June 2013 Outside Director of the Company (to present)
October 2013 Outside Audit & Supervisory Board Member of SOMAR Corp. (to present)
March 2021 Outside Audit & Supervisory Board Member, YAMABIKO CORPORATION
March 2022 Outside Director, YAMABIKO CORPORATION (to present)

Number of shares of the Company held: 0 common shares



Masataka Sugimoto
Director

Born on March 22, 1970
April 1994 Joined CHISSO PETROCHEMICAL CORPORATION
April 2002 Principal researcher of Polymer Research Institute, CHISSO PETROCHEMICAL CORPORATION
April 2003 Assistant, Faculty of Engineering, Yamagata University
August 2004 Overseas researcher, North Carolina State University
October 2007 Assistant professor (Polymer Science), Graduate School of Science and Engineering, National University Corporation Yamagata University
December 2007 Associate professor (Polymer Science), Graduate School of Science and Engineering, National University Corporation Yamagata University
April 2018 Professor (Polymer Science), Graduate School of Organic Materials Science, National University Corporation Yamagata University (to present)
June 2019 Outside Director of the Company (to present)
April 2022 Assistant Dean of the Faculty of Engineering and Professor (Polymer Science) of Graduate School of Organic Materials Science, National University Corporation Yamagata University (to present)

Number of shares of the Company held: 0 common shares



Eiji Kajita
Director

Born on September 7, 1965
April 1988 Joined Nomura Securities Co., Ltd.
April 2008 General Manager of Osaka Capital Market Dept., Nomura Securities Co., Ltd.
April 2009 Joined the Company
April 2009 General Manager of Export Dept. II, Overseas Sales Division
January 2010 Seconded to Komori International (Europe) B.V. (President)
April 2012 Operating Officer, seconded to Komori International (Europe) B.V. (President)
September 2012 Operating Officer and Deputy Head of Management Planning Office
April 2013 Operating Officer and General Manager of Sales Management Division
June 2013 Director, Operating Officer and General Manager of Sales Management Division
October 2015 Director, Operating Officer, General Manager of Sales Management Division and General Manager of DPS Sales Promotion Division
March 2016 Director, Operating Officer, Head of Management Planning Office and Leader of Business Growth Strategy Promotion Project
June 2018 Director, Managing Operating Officer, Head of Management Planning Office and Leader of Business Growth Strategy Promotion Project
March 2019 Director, Managing Operating Officer, General Manager of Sales Management Division, and Officer in charge of DPS Business Promotion
February 2020 Director, Managing Operating Officer, General Manager of Sales Management Division, and General Manager of DPS Business Promotion Division
February 2022 Director, Managing Operating Officer and General Manager of European Business
July 2022 Director, Senior Managing Operating Officer and Group General Manager of European Business (to present)

Number of shares of the Company held: 22,100 common shares



Masafumi Yokoyama
Director

Born on November 8, 1953
April 1977 Joined Kubota Tekko K.K. (now Kubota Corporation)
April 1993 Head of Planning Section, Personnel Division, Kubota Corporation
January 1997 Head of Human Resources Development Group, Kubota Corporation
June 2000 General Manager of Environmental Planning Division, Kubota Corporation
June 2003 General Manager of Environmental Engineering Consolidated Division, Kubota Corporation
April 2006 General Manager of Environmental Business Development Division, Kubota Corporation
April 2007 Manager of Membrane Solutions Business Unit, Kubota Corporation, and President of Kubota Membrane Co., Ltd.
April 2009 General Manager of Air Condition Equipment Division, Kubota Corporation, and President of Kubota Air Conditioner, Ltd.
April 2012 General Manager of Air Conditioning Equipment Business Unit, Kubota Corporation, and President of Kubota Air Conditioner, Ltd.
April 2013 Director of Electronic Equipped Machinery Division, Kubota Corporation
June 2013 Full-time Outside Audit & Supervisory Board Member of the Company
June 2016 Director, Operating Officer and Deputy General Manager of Administration and Personnel (in charge of general affairs and personnel affairs)
February 2017 Director, Operating Officer and General Manager of Personnel and General Affairs Division
June 2018 Director, Managing Operating Officer and General Manager of Personnel and General Affairs Division
March 2019 Director, Managing Operating Officer, Head of Management Planning Office and Officer in charge of Personnel and General Affairs Division
July 2022 Director, Senior Managing Operating Officer, Head of Management Planning Office and Officer in charge of Personnel and General Affairs Division (to present)

Number of shares of the Company held: 15,000 common shares



Toshiro Maruyama
Director

Born on April 21, 1957
April 1982 Joined Printing Bureau, the Ministry of Finance (now National Printing Bureau)
April 2009 Manager, Development Department, National Printing Bureau
April 2011 Director, Takinogawa Plant, National Printing Bureau
April 2013 General Manager, Security Product Business Department, National Printing Bureau
April 2015 Vice President, National Printing Bureau
March 2019 Retired from National Printing Bureau
June 2021 Outside Director of the Company (to present)

Number of shares of the Company held: 0 common shares



Koji Yamada
Director

Born on June 21, 1954
April 1977 Joined Komatsu Ltd.
August 1996 General Manager of Planning & Cooperation Department, Chatanooga Manufacturing Operation, Komatsu America Corp.
April 1999 General Manager of Planning & Coordination of Osaka Plant, Production Division, Komatsu Ltd.
April 2002 Plant Manager of Awazu Plant, Production Division, Komatsu Ltd.
April 2004 Executive Officer, Komatsu Ltd.
April 2005 General Manager of Industrial Machinery Division, Komatsu Ltd., and President & Representative Director, Komatsu Industries Corporation
February 2009 Representative of All India Operations, Komatsu Ltd.
April 2009 President of Komatsu India Pvt. Ltd.
April 2010 Senior Executive Officer, Komatsu Ltd.
June 2013 Standing Audit and Supervisory Board Member, Komatsu Ltd.
May 2018 Special Advisor, Uchimura Co., Ltd. (to present)
June 2023 Outside Director of the Company (to present)

Number of shares of the Company held: 0 common shares



Koichi Matsuno
Director

Born on September 7, 1960
April 1985 Joined the Company
March 2004 Manager, Administration Section, Administration Department
November 2004 Head of Toride Plant General Manager's Office
March 2005 General Manager of Toride Plant and Tsukuba Plant
March 2006 General Manager of Tsukuba Plant
February 2011 Deputy Plant Director of Tsukuba Plant and Head of Overseas Production Promotion Office
February 2012 Deputy Plant Director of Tsukuba Plant and General Manager of Tsukuba Plant
April 2012 Operating Officer, Deputy Plant Director of Tsukuba Plant and General Manager of Tsukuba Plant
April 2014 Operating Officer, General Manager of Administration Division
June 2014 Director, Operating Officer, General Manager of Administration Division and Leader of KNT Business Promotion Project
February 2022 Director, Operating Officer, Plant Director of Tsukuba Plant and General Manager of Tsukuba Plant
July 2022 Director, Managing Operating Officer, Plant Director of Tsukuba Plant and General Manager of Tsukuba Plant
March 2023 Director, Managing Operating Officer, Group General Manager of Offset Press Business Group and Plant Director of Tsukuba Plant (to present)

Number of shares of the Company held: 19,700 common shares



Isao Funabashi
Director

Born on December 4, 1960
April 1983 Joined the Company
March 1998 Manager, Design I Section, Sheet-fed Dept.
March 2004 Seconded to Komori Machinery Co., Ltd., Deputy Plant Director and Manager of Sheet-fed Dept.
March 2006 General Manager of Tsukuba Design Dept.
February 2011 Senior Project Manager of Design Dept.
February 2012 Chief Engineer, Technology Division
April 2014 General Manager of Technology Division and General Manager of DPS Development Dept.
April 2015 Operating Officer and General Manager of Technology Division
February 2017 Operating Officer, Deputy Plant Director of Tsukuba Plant and General Manager of Technology Division
June 2017 Director, Operating Officer, Plant Director of Tsukuba Plant and General Manager of Technology Division
March 2018 Director, Operating Officer, Plant Director of Tsukuba Plant, General Manager of Technology Division, and Officer in charge of Komori's Graphic Technology Center
February 2021 Director, Operating Officer, Plant Director of Tsukuba Plant and General Manager of Technology Division
February 2022 Director, Operating Officer, General Manager of DPS Business Promotion Division and General Manager of Technology Division
April 2023 Director, Senior Operating Officer, General Manager of DPS Business Promotion Division and General Manager of Technology Division (to present)

Number of shares of the Company held: 1,000 common shares



Shinji Amako
Audit & Supervisory Board Member

Born on April 21, 1956
April 1977 Joined Kubota Tekko K.K. (now Kubota Corporation)
April 1998 Technical Group Leader of Steel Engineering Department, Hirakata Plant, Kubota Corporation
October 2002 Overseas Group Leader of Steel Sales Department, Kubota Corporation
July 2005 Manager, Steel Sales Department, Kubota Corporation
April 2009 Director, Kubota Corporation
April 2010 Manger, Formed and Fabricated Materials Sales Department, Kubota Corporation
April 2012 Head of Formed and Fabricated Materials Business Unit, Kubota Corporation
April 2013 President, Kubota Materials Canada Corporation
June 2016 Full-time Outside Audit & Supervisory Board Member of the Company (to present)

Number of shares of the Company held: 0 common shares



Muneaki Kiyota
Audit & Supervisory Board Member

Born on April 3, 1957
April 1981 Joined The Fuji Bank, Limited (now Mizuho Bank, Ltd.)
June 2004 General Manager, Forex Department, Mizuho Bank, Ltd.
April 2007 General Manager, Bangkok Branch, Mizuho Bank, Ltd.
April 2009 Executive Officer, Mizuho Securities Co., Ltd. and President, Mizuho Bank (Switzerland) Ltd.
April 2010 Director, Mizuho Securities Co., Ltd.
June 2010 Audit & Supervisory Board Member, OKAYA ELECTRIC INDUSTRIES CO., LTD.
June 2012 Managing Executive Officer, OKAYA ELECTRIC INDUSTRIES CO., LTD.
June 2014 Director, Managing Executive Officer, OKAYA ELECTRIC INDUSTRIES CO., LTD.
April 2018 Director, Senior Managing Executive Officer, OKAYA ELECTRIC INDUSTRIES CO., LTD.
April 2020 Director, OKAYA ELECTRIC INDUSTRIES CO., LTD.
June 2020 Outside Audit & Supervisory Board Member, Nichirei Corporation (to present)
June 2020 Outside Audit & Supervisory Board Member of the Company (to present)
June 2021 Outside Director, JCU Corporation (to present)

Number of shares of the Company held: 0 common shares



Iwao Hashimoto
Director

Born on December 14, 1958
April 1981 Joined Kubota Tekko K.K. (now Kubota Corporation)
June 1996 Head of Pump Group, Administrative Divisions, Steel Engineering Dept., Hirakata Plant, Kubota Corporation
October 2015 Head of Planning Group, Pump Planning Division, Kubota Corporation
April 2007 General Manager of Pump Planning Division, Kubota Corporation
April 2015 General Manager of Water and Environment Engineering Division, Kubota Corporation
April 2019 Joined the Company
Deputy General Manager of Administrative Division
February 2020 Operating Officer, Deputy Plant Director of Tsukuba Plant and Representative Director of Komori Machinery Co., Ltd.
February 2022 Operating Officer, General Manager of Administration Division
June 2022 Director, Operating Officer and General Manager of Administrative Division
April 2023 Director, Senior Operating Officer and General Manager of Administrative Division (to present)

Number of shares of the Company held: 300 common shares



Hiroko Sakamoto
Audit & Supervisory Board Member

Born on July 30, 1954
October 1984 Joined Chuo Audit Corporation (the now defunct Misuzu Audit Corporation)
July 1997 Partner of Chuo Audit Corporation
July 2001 Representative Partner of Chuo Audit Corporation
July 2007 Joined A&A Partners
July 2007 Representative Partner of A&A Partners
July 2010 Partner of A&A Partners due to abolition of Representative Partner system
June 2013 Outside Audit & Supervisory Board Member of the Company (to present)
February 2019 Outside Audit & Supervisory Board Member of Lacto Japan Co., Ltd.
April 2019 Auditor (part-time) of Deposit Insurance Corporation of Japan (to present)
October 2019 Representative, Sakamoto Hiroko CPA Office (to present)
February 2021 Director (Outsider) and Audit Committee Member, Lacto Japan Co., Ltd. (to present)

Number of shares of the Company held: 0 common shares