## Corporate Governance Report

Tokai Tokyo Financial Holdings, Inc.

Updated as of July 6, 2018

Tokai Tokyo Financial Holdings, Inc.

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Securities Code: 8616 http://www.tokaitokyo-fh.jp/en/

Tokai Tokyo Financial Holdings, Inc. (hereinafter "the Company") describes below the current status of its Corporate Governance.

# I. <u>Basic Approach toward Corporate Governance</u>, and the Information with regard to Capital Structure, Corporate Attributes and Other Material Matters

## 1. Basic Approach Updated

The Company considers the enhancement of corporate governance to be one of its important tasks. So, the Company will reinforce and upgrade its corporate governance, aiming to raise the level of fairness and transparency in its management with an ultimate view to winning trust from various stakeholders, and continuously increase corporate value. The Company makes this endeavor in tandem with its efforts to maintain corporate structure that allows swift decision making and business execution.

Further, the Company deems it essential to act in unison with all the stakeholders including shareholders, investors and others. Under such an idea, the Company has established the following basic approach to corporate governance and now hereby posts on its website the same for your reference. (http://www.tokaitokyo-fh.jp/corporate/governance/)

#### 1. Basic Approach toward Corporate Governance

- (1) The Company respects the right of its shareholders and works to maintain a corporate environment in which such right can be appropriately exercised as well as to ensure the real fairness to shareholders.
- (2) While the Company engages in suitable cooperation with various stakeholders including shareholders, customers, business partners, employees, and regional societies, it fosters corporate culture and spirit that respect sound business operations.
- (3) The Company discloses information appropriately not only what is required by laws, regulations, etc., but also the information it deems necessary in order to ensure fairness and transparency in its management.
- (4) The Company makes efforts to maintain a system that enables Directors perform more effective supervision over its management and concurrently facilitates the management's swift and resolute decision making.
- (5) In order to promote continuous growth and increase in medium-to-long-term corporate value, the Company undertakes constructive dialogue with shareholders through proactive IR and other activities.

### 2. Description of the main feature of the Company's Corporate Governance

#### (1) Organizational Framework

The Company has adopted the organizational framework that embraces an Audit & Supervisory Committee in accordance with the Companies Act with the objectives of strengthening the supervisory functions of the Board of Directors, facilitating swift decision making by enabling the Board of Directors to delegate the execution of important business matters to executive directors, and thus making it easier for the Board of Directors Meeting to engage in deeper discussion of strategic issues.

The Company also maintains a Nomination and Remuneration Committee to ensure objectivity and transparency in decision-making processes associated with the nomination and remuneration of the Board of Directors.

#### (2) Enhancing Functions of the Board of Directors and the Audit & Supervisory Committee

The Company has outside directors represent the majority of its Board of Directors, and it, in principle,

appoints an outside director as the Chairperson of the Board, and thus it ensures the effectiveness of the Board of Directors while maintaining a high level of transparency and fairness. At present, the Board of Directors has five outside directors, including three who concurrently serve on the Audit & Supervisory Committee. Consequently, the majority of both the Board of Directors and the Audit & the Supervisory Committee is represented by outside directors. Thus, the Company maintains a heightened level of internal checks and balances.

### (3) Distinguish Clearly the Functions of "Business Execution" and "Management Supervision"

The Company's directors each have clearly defined roles and they are the individuals holding positions of executive directors primarily in charge of business execution or non-executive directors basically in charge of overseeing business execution.

#### [Reasons why the Company has yet to comply with the Principles of the Corporate Governance Code]

The Company now has met the requirements in entirety of all the previous Codes of the Corporate Governance established in June 2018, and the resulting change that should be reflected on this report will be made by December 2018.

#### [The Disclosure Based on each principle of the Corporate Governance Code] Updated

#### [Principle 1.4] About so called "Cross-Shareholdings"

The Company laid out its policy on both the Cross-Shareholding and the execution of subsequently allocated voting right as stated in the Article 20 of its Corporate Governance Guideline and the Annex 5 thereof.

[Corporate Governance Guideline]

Article 20 (Policy on Cross-Shareholdings)

In accordance with the Policy on Cross-Shareholdings as set forth in the Annex 5, the Company, in principle, does not possess the share that constitutes cross-shareholdings.

- 1. In principle, the Company does not possess shares that constitute the cross-shareholdings unless doing so is deemed reasonable.
- 2. The Company investigates the reasonableness of holding any significant share(s) if such holding is deemed to constitute the case of cross-shareholding after examining the purpose of the subject act, and the prospect of medium-to-long term returns together with the risk associated with such shareholding. The investigation result then will be reported to the Board of Directors.
- 3. The Company makes decision on the exercise of voting rights as the owner of such cross-held shares judging from the overall point of view taking into account medium-to-long term possibility of corporate value growth of the invested companies together with other judgment variables.

#### [Principle 1.7] Related Party Transactions

The Company sets forth the procedure concerning the Related Party Transaction in the Article 8-11 and the Article 22 of the Corporate Governance Guideline as follows;

[Corporate Governance Guideline]

Article 8 (The role, responsibility and authority of the Board of Directors)

11. The approval of the Board of Directors is required to commence the transactions that may cause competition or conflict-of-interest between the Company and its Director(s). Further, such transactions require the approval from the Audit & Supervisory Committee prior to acquiring the same from the Board of Directors.

Article 22 (The Related Party Transactions)

- 1. For the protection of the interests of shareholders, the Company strives to prevent the transaction that may cause the conflict of the interests either to the Group or its shareholders.
- The approval of the Board of Directors is required to commence the transaction of conflicting interest between the Company and its major shareholders, of unusual nature or of significant importance to the Company management.
- 3. The Company regularly verifies whether transaction has taken place between the Company and its Director(s) or major shareholder(s).

#### [Principle 3.1(1)] Disclosure Improvement

[Management Plans]

The Group formulates its Management Philosophy and Management Plans and posts them on the Company's website for public viewing. So, please refer to them on the website given below.

Management Philosophy: (<a href="http://www.tokaitokyo-fh.jp/corporate/philosophy/">http://www.tokaitokyo-fh.jp/corporate/philosophy/</a>)

Management Philosophy: (<a href="http://www.tokaitokyo-fh.jp/corporate/philosophy/">http://www.tokaitokyo-fh.jp/corporate/philosophy/</a>)

(<a href="http://www.tokaitokyo-fh.jp/corporate/philosophy/">http://www.tokaitokyo-fh.jp/corporate/philosophy/</a>)

#### [Principle 3.1(2)] Disclosure Improvement

[Basic Approach to Corporate Governance and the Related Policy]

Please refer to the "Basic Approach" of this report in regard to the Basic Approach and the Policy related to Corporate Governance of the Company.

#### [Principle 3.1(3)] Disclosure Improvement

[Policy for determining the compensation for senior management/Directors by the Board of Directors] (Policy)

The Company believes that the compensation for Directors given as an appropriate incentive as the merit-based reward for the Company's performance and its corporate value creation should be instrumental to foster or secure talented management personnel capable of promoting the sustained growth of the Company as a listed corporation. The compensation for Executive Directors and Executive Officers is comprised of three components that include fixed salary, performance-linked bonus and the reward (which is given as stock option) linked with medium-to-long term performance. The compensation for non-Executive Directors (excluding those serving on the Audit and Supervisory Committee) is given as fixed salary in order to ensure independence from the business execution of the Company. The compensation for the Directors serving on the Audit & Supervisory Committee is given as fixed salary to ensure their appropriate duty fulfilment of audit and supervision of business execution. Outside Directors have majority representation in the Company's Board of Directors. But, the Company has established the Nomination and Remuneration Committee to ensure objectivity and transparency of the process for determining the compensation for Directors. Also, with an intent on further ensuring objectivity and transparency of the process for determining the compensation for Executive Officers, the Company has set up the Compensation Council in addition to the Nomination & Remuneration Committee. Please refer to "[Optional Committees] Supplementary Explanation" on this report in regard to the Nomination & Remuneration Committee.

(Procedures)

Under the above stated principle, the Board of Directors determines the compensation for Directors (excluding those serving on Audit and Supervisory Committee) through their discussion in line with the recommendation made by the Nomination and Remuneration Committee. The compensation for the Directors serving on the Audit & Supervisory Committee is determined by the Audit & Supervisory Committee through their discussion based on what is suggested by the Nomination and Remuneration Committee. The appraisal and compensation for Executive Officers are determined by CEO, based on what is discussed in the Directors' Compensation Council.

#### [Principle 3.1(4)] Disclosure Improvement

[Policy and procedures for the election of senior management and the nomination of Director candidate(s) by the Board of Directors]

(Policy)

The Board of Directors of the Company elects Director candidates (except those who serve, if elected, as the member of the Audit & Supervisory Committee) whose knowledge, experience and social credibility are sufficient to execute management duties at the Company in an appropriate, fair and efficient manner and whose capability is high enough to improve the Company's supervisory function. With regard to candidates for Directors serving on the Audit and Supervisory Committee, the Company nominates persons whose knowledge, experience and social credibility are sufficient to audit the execution of duties by the Directors not serving on the Audit and Supervisory Committee in an appropriate, fair and efficient manner. In addition, when nominating candidates for Outside Directors, the "Independence Assessment Standard" for Outside Directors, which is separately provided, is taken into account.

Although the majority of its Board of Directors is comprised of Outside Directors, the Company has established "Officers' Nomination and Remuneration Committee" in order to ensure objectivity and transparency of the process for nominating Directors. Also, with regard to Executive Officers, the Company has established "the Council for Officers Nomination" besides the Nomination & Remuneration Committee". Please refer to "[Optional Committees] Supplementary Explanation" on this report in regard to the Nomination & Remuneration Committee.

(Procedures)

Under the above stated principle, the Board of Directors determines the matter concerning the election of the Directors (except those who, if elected, serve as members of Audit & Supervisory Committee) through their

discussion in line with the recommendation made by the Nomination and Remuneration Committee. The Board of Directors elects the candidates for Directors serving on the Audit and Supervisory Committee after acquiring the recommendation from the Nomination & Remuneration Committee" and the consent from the Audit and Supervisory Committee.

#### [Principle 3.1(5)] Disclosure Improvement

[Explanation about the election of senior management members and the nomination of Director candidates with reason for the selection and nomination of each specific senior management member and Director candidate]

The above-mentioned explanation is provided in the reference documents of the "Notice of Convocation of an Ordinary General Meeting of Shareholders" when a proposal addressing either such selection or nomination is submitted. For your review, the "Notice of Convocation of an Ordinary General Meeting of Shareholders" is mailed by surface-mail to shareholders and is also posted on the Company's website. (http://www.tokaitokyo-fh.jp/investors/stock/meeting/)

# [Supplementary Principle 4.1.1] Roles and Responsibilities of the Board of Directors (1), Clarification of the Scope of Authority Delegation to the Management

[Disclosure on the scope of the authority delegation and its general outline]

In accordance with the relevant laws and regulations, the Company's Articles of Incorporation and the Internal Rules, the Board of Directors of the Company delegates its authority to Executive Directors concerning the execution of businesses to expedite decision making process and deepen the discussion at the Board Meetings.

#### [Principle 4.8] Effective Use of Independent Outside Directors

The Company has a rule, as stipulated by its Corporate Governance Guideline, specifically under Article 7-3, to appoint majority of the Board of Directors as Outside Directors, and, at present, the five out of nine Directors of the Company, namely more than half of all Directors, are Outside Directors and four of them are Independent Outside Directors who satisfy the Company's Independence Assessment Standard.

[Corporate Governance Guideline]

Article 7 (Makeup of the Board of Directors)

3. The majority of the Board of Directors shall be Outside Directors.

# [Principle 4.9] Independence Assessment Standard and qualification to be referenced in the nomination of Independent Outside Directors

[Corporate Governance Guideline]

Annex 1[Independence Assessment Standard]

The Company set forth the Independence Assessment Standard and discloses it as "Independence Assessment Standard" in the Attachment 1 to "The Corporate Governance Guideline"

[Independence Assessment Standard as addressed in the Attachment 1 to the Corporate Governance Guideline]

The Company set forth the Independence Assessment Standard to be referenced in the nomination of Independent Outside Directors and the candidate is not considered satisfying the standard if he/she falls under any of the following cases:

- 1. The subject at present is currently or was in the past an Executive Director, Executive Officer or other type of employee of the Company or its subsidiaries, or was in the past an Executive Director, Executive Officer or other type of employee of the Company or its any one of the subsidiaries.
- 2. The subject is a major shareholder as provided for by the Article 163, Paragraph 1 of the Financial Instruments and Exchange Act. (if such party is a corporation, an Executive Director, Executive Officer or other type of employee (hereinafter, collectively referred to as "Executive") of the said corporation, its parent company or its any one of the important subsidiaries, at present or at any time in the past three years, are all included in this specific case.).
- 3. The subject is a party who has business transactions with the Company or its subsidiaries as a Company's major customer or supplier (if such party is a corporation, any "Executive" of the said corporation, its parent company or its any one of the important subsidiaries, at present or at any time in the past three years, is included in this specific case.)
- 4. The subject is a major customer or supplier of the Company or its any one of the subsidiaries (if such party is a corporation, any Executive of the said corporation, its parent company or its any one of the

- important subsidiaries, at present or at any time in the past three years, is included in this specific case.)
- 5. The subject is essential to the Company's or its any subsidiary's fund procurement, such as a financial institution and other principal creditor that the Company or its subsidiary depends upon to the degree it has little or no substitute elsewhere (if such party is a corporation, any Executive of the said corporation, its parent company or any one of its important subsidiaries, at present or at any time in the past three years, is included in this specific case.)
- 6. The subject receives a donation exceeding a certain amount (average amount over the past three years of ¥10 million per year) from the Company or its any subsidiary (if such party is a corporation, an Executive at present or at any time in the past three years, is included in this specific case.)
- 7. The subject is a consultant, an accounting specialist such as a certified public accountant, or a legal expert such as a lawyer who receives a large amount of cash or other assets (average amount over the past three years of ¥10 million or more per year) excluding the compensation paid for the service of Directors/Audit & Supervisory Board Member. (If such party is an association such as a corporation/organization, a person who belongs to such association is included.)
- 8. The subject is an Accounting Auditor or an employee of accounting audit firm providing audit services to the Company or its subsidiaries (including the person who was engaged in the auditing services for the Company or its any subsidiary at any time in the past three years).
- 9. The subject is an Executive of a company or its important subsidiaries for which the subsidiary of the Company serves as a lead managing underwriter (or was an Executive of the said company or subsidiary at any time in the past three years.)
- 10. The subject is a close relative of the person who falls under any of the above cases 1. through 9. (spouse, any relative within the second degree of kinship, or any relative living together).
- 11. The subject has held up to now or had held in the past the position of Outside Officer (i.e. a Board Director or Auditor) of the Company or its any subsidiary for eight years or longer.
- 12. The subject may potentially and substantially have a conflict of interests with the Company's general shareholders for a reason other than what is given in the above cases 1. through 11.

Despite of any subject falling under any of the cases listed above, if the Company considers the subject suitable for the position of Independent Outside Director based on the subject's personal quality, insight or any other attribute, the Company may nominate the subject as an Independent Outside Director, provided that the Company publicly states that the subject meets the requirements for Outside Director as defined under the Companies Act, and the Company explains why it deems that the subject is suitable for the Company's Independent Outside Director.

Conversely, even if any given subject does not fall under any of the cases listed above and therefore the Company may have an option to appoint the subject as an Independent Outside Director, the Company shall not be obstructed not to select such subject as an Independent Outside Director candidate based on its comprehensive judgment.

\* "Major customer or supplier" refers to a party whose transaction with the Company exceed 2% of annual consolidated operating revenue for the most recent fiscal year of the Company.

# [Supplementary Principle 4.11.1] Preconditions for ensuring effectiveness of Board of Directors and Audit and Supervisory Committee

The Company states in the Article 7-5 of its Corporate Governance Guideline that its Board of Directors shall consist of the Directors of diverse backgrounds in terms of expertise and experience to be sufficient enough to carry out the functions of the Board in an effective and efficient manner. The Articles of Incorporation of the Company stipulates that the number of Directors shall be up to 10. Currently, however, the Company's Board of Directors consists of nine Directors, four members of which are Internal Directors and the remaining five are Outside Directors.

Please refer to "[Directors]" of this report for the brief profiles of Outside Directors.

[Corporate Governance Guideline]

Article 7 (Makeup of the Board of Directors)

5. The Board of Directors shall consist of various Directors with varying backgrounds of professional expertise and experience so that it can effectively and efficiently perform its function.

# [Supplementary Principle 4.11.2] Preconditions for ensuring Effectiveness of Board of Directors and Audit and Supervisory Committee

[Status on the Board of Directors concurrently serving other positions]

In selecting Director candidate, the Company verifies that the candidate is able to allocate sufficient time and effort to adequately fulfill the role and responsibility as Director while concurrently serving other position(s). The status on Directors concurrently serving other positions is presented in the reference documents for the "Notice of Convocation of an Ordinary General Meeting of Shareholders." For your review, the "Notice of Convocation of an Ordinary General Meeting of Shareholders" is sent by surface-mail to shareholders and is also posted on the Company's website.

(http://www.tokaitokyo-fh.jp/investors/stock/meeting/)

# [Supplementary Principle 4.11.3] Preconditions for ensuring effectiveness of the Board of Directors and the Audit and Supervisory Committee

[The assessment and analysis of the effectiveness of the Board of Directors]

In accordance with the Article 8-12 of the Corporate Governance Guideline, The Board of Directors of the Company conducts the said overall assessment and analysis once a year as its annual routine with a view to increasing the effectiveness of the Board of Directors. We posted on our website the result outline of the assessment and analysis on the Board of Directors' effectiveness for the Fiscal Year 2017. So, please visit our website and see the result.

(http://www.tokaitokyo-fh.jp/corporate/governance/)

[Corporate Governance Guideline]

Article 8 (The Role, Responsibility and Authority of the Board of Directors)

12. The Board of Directors conducts overall analysis and assessment every year to improve the effectiveness of its functionality.

#### [Supplementary Principle 4.14.2] Training of Directors

[Policy for Training Directors]

The Company refers to the acquisition of required knowledge and the training in the Articles 4-4 and 9-4 of its Corporate Governance Guideline.

[Corporate Governance Guideline]

Article 4 (The Role of Director)

4. A Director shall make efforts to gain the knowledge and pursue studies that are necessary for performing respective duties and at the same time the Company provides opportunities and bears the costs to assist such endeavors.

Article 9 (The Role of the Audit and Supervisory Committee Member)

4. The member shall make efforts to gain the knowledge and pursue studies that are necessary for performing respective duties and at the same time the Company provides opportunities and bears the costs to assist such endeavors.

#### [Principle 5.1] Policy for Constructive Dialogue with Shareholders

The Company sets up "The policy for Constructive Dialogue with Shareholders" and discloses that in the Attachment 3 to Corporate Governance Guideline.

[Corporate Governance Guideline]

Annex 3 (The Policy for Dialogue with Shareholders)

- 1. In order to promote constructive dialogues and to establish a good relationship with shareholders, the Company will see to it that the following tasks are actually performed:
- (1) The officer in charge of the Corporate Communications Department presides over general dialogue with shareholders, and the Corporate Communications Department takes the initiative in suitably exchanging information with relevant departments in organically designed collaboration.
- (2) Directors or Executive Officers engage to the extent considered reasonable in conducting dialogues with shareholders.
- (3) Investors' meetings or other events of similar nature are held on a regular basis to enrich chances for dialogues with shareholders. The Company endeavors to make information disclosure clear and easy to understand by utilizing the IR website, etc.
- (4) Shareholders' feedback including their opinions grasped through dialogue is reported to Directors, Executive Officers and the Board of Directors, etc., in appropriate manner.
- (5) In carrying out dialogues with shareholders, the insider information shall be appropriately managed in accordance with the Company's internal rules.
- 2. The Company will grasp its shareholder composition to promote a constructive dialogue with shareholders.
- 3. The Company provides concrete description when it formulates and publicizes management plan.

2. Capital Structure

Shareholding Ratio of Foreign Investors 20% or higher but lower than 30%

[Composition of Major Shareholders] Updated

| Name / Company Name                                  | Number of Shares Held (Shares) | Percentage (%) |
|--|--------------------------------|----------------|
| The Bank of Tokyo-Mitsubishi UFJ, Ltd.               | 12,016,853                     | 4.65           |
| Japan Trustee Services Bank, Ltd. (Trust Account)    | 11,446,100                     | 4.43           |
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 10,153,600                     | 3.93           |
| Mitsui Sumitomo Insurance Company, Limited           | 7,283,798                      | 2.82           |
| Toyota Financial Services Corporation                | 7,280,000                      | 2.82           |
| The Bank of Yokohama, Ltd.                           | 7,014,553                      | 2.72           |
| Nippon Life Insurance Company                        | 5,611,890                      | 2.17           |
| J.P. Morgan Chase Bank 386166                        | 5,197,700                      | 2.01           |
| Sumitomo Mitsui Trust Bank, Limited                  | 4,800,000                      | 1.86           |
| Meiji Yasuda Life Insurance Company                  | 4,406,000                      | 1.71           |

| Controlling Shareholder (excluding for Parent Company) |      |
|--|------|
| Parent Company   | None |

Supplementary Explanation Updated

- The composition of major shareholders as above described was updated as of March 31, 2018.
- · In addition to the above, the Company holds 12,225,394 shares of treasury stock.
- · Effective April 1, 2018, The Bank of Tokyo-Mitsubishi UFJ, Ltd. changed its name to MUFG Bank, Ltd.
- On November 7, 2017 (and the relevant reporting obligation arose on October 31, 2017), the Report of Possession of Large Volume with respect to the Company's shares was submitted to the Director-General of the Kanto Local Finance Bureau by Schroder Investment Management (Japan) Limited and its joint holders, Schroder Investment Management North America Limited, Schroder Investment Management Limited and Schroder Investment Management (Hong Kong) Limited. However, the said companies are not included in the "Composition of Major Shareholders" stated above because the Company remains unable to verify the actual number of shares held by the said companies as of the end of the Fiscal Year 2017.
  - Schroder Investment Management (Japan) Limited
    The number of shares held: 7,373,400 shares (the ratio of the number of shares held to the total number of outstanding shares: 2.63%)
  - Schroder Investment Management North America Limited
    The number of shares held: 7,609,914 shares (the ratio of the number of shares held to the total number of outstanding shares: 2.71%)
  - Schroder Investment Management Limited
    The number of shares held: 5,436,600 shares (the ratio of the number of shares held to the total number of outstanding shares: 1.94%)
  - Schroder Investment Management (Hong Kong) Limited
    The number of shares held: 751,800 shares (the ratio of the number of shares held to the total number of outstanding shares: 0.27%)

3. Corporate Data

| Listed Stock Exchange and Market Section                                     | The First Section of Tokyo Stock Exchange and Nagoya Stock Exchange |
|--|---|
| Fiscal Year-End  | March   |
| Type of Business   | Securities & Commodity Futures                                      |
| Number of Employees (Consolidated) as of the End of the Previous Fiscal Year | In the range of 1,000 or more                                       |

| Net Sales (Consolidated) as of the Previous<br>Fiscal Year                    | In the range of ¥10 billion to less than ¥100 billion |
|---|---|
| Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year | In the range of 10 to less than 50                    |

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

5. Other Special Circumstances Which May Have Material Impact on Corporate Governance

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# II. Business Management Organization and Other Corporate Governance Systems Regarding Decision-making, Execution of Business, and Supervision of Management

1. Organizational Composition and Operation

| Organizational Form Company with an Audit and Supervisory Committee | Organizational Form | Company with an Audit and Supervisory Committee |
|---|---------------------|---|
|---|---------------------|---|

#### [Directors]

| En cecorej  |                            |
|---|----------------------------|
| Maximum Number of Directors Stipulated in the Articles of Incorporation | 10                         |
| Term of Office of Directors Stipulated in the Articles of Incorporation | 1 year                     |
| Chairperson of the Board of Directors                                   | Outside Director           |
| Number of Directors   | 9                          |
| Appointment of Outside Directors  | Appointment was fulfilled. |
| Number of Outside Directors   | 5                          |
| Number of Independent Directors Updated                                 | 4                          |

Relationship with the Company (1) Updated

| Name               | Attribute          |   | Relationship with the Company* |   |   |   |   |   |   |   |   |   |
|--------------------|--------------------|---|--------------------------------|---|---|---|---|---|---|---|---|---|
| Name               | Auribute           | a | b                              | С | d | e | f | g | h | i | j | k |
| Ichiro Mizuno      | From other company |   |                                |   |   |   |   |   |   |   |   |   |
| Tsunehiro Nakayama | From other company |   |                                |   |   |   |   |   |   |   |   |   |
| Mitsuhiro Yasuda   | Attorney at Law    |   |                                |   |   |   |   |   |   |   |   |   |
| Keisuke Inoue      | From other company |   |                                |   |   |   |   |   |   |   |   |   |
| Fumio Inui         | Other              |   |                                |   |   |   |   |   |   |   |   |   |

- \* Categories for "Relationship with the Company"
- \* "O" When the person currently falls or has recently fallen under the category
  - "\Delta" When the person fell under the category in the past
- \* "O" When a close relative of the person currently falls under the category
  - "A" When a close relative of the person fell under the category in the past
- a. Executive of the Company or its subsidiaries
- b. Non-Executive Director or Executive of a parent company of the Company
- c. Executive of a fellow subsidiary company of the Company
- d. A party whose major client or supplier is the Company or an Executive thereof
- e. Major client or supplier of the Company or an Executive thereof
- f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a Director
- g. Major shareholder of the Company (or an Executive of the said major shareholder if the shareholder is a corporate entity)
- h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (Applicable personally to the Director himself/herself only)
- i. Executive of the company with which the Company appoints Outside Officer(s) each other. (Applicable personally to the Director himself/herself only)
- j. Executive of the company or organization that receives donation from the Company (Applicable personally to the Director himself/herself only)
- k. Others

| Name                  | Designation<br>as Audit and<br>Supervisory<br>Committee<br>Member | Designation<br>as<br>Independent<br>Director | Supplementary<br>Explanation of the<br>Relationship | Reasons of Appointment   |
|-----------------------|---|--|---|--|
| Ichiro Mizuno         |   | 0  |   | Mr. Mizuno, who has successfully fulfilled his duties as a Member of the Board of Mitsubishi Corporation, is highly rated for his achievements and knowledge. In view of this, the Company believes that Mr. Mizuno will be able to fulfill his responsibility to make important managerial decisions and to supervise business executions.  |
| Tsunehiro<br>Nakayama |   |  |   | Mr. Nakayama commands high respect for his rich practical experience and insight. In view of this, the Company believes that Mr. Nakayama will be able to fulfill his responsibility to make important managerial decisions and to supervise business executions. The Company has designated Mr. Nakayama as an Independent Director because it has judged that he has no potential conflict with the interests of general shareholders as he has no special interest in the Company and so he is an appropriate person to protect general shareholders. |
| Mitsuhiro<br>Yasuda   | 0   | 0  |   | Mr. Yasuda, who has long practiced as a lawyer, is highly rated for his achievements and insight. In view of this, the Company believes that he will appropriately perform his duties as Outside Director. The Company has designated Mr. Yasuda as an Independent Director because it has judged that he has no potential conflict with the interests of general shareholders as he has no special interest in the Company and so he is an appropriate person to protect general shareholders.  |
| Keisuke Inoue         | 0   | 0  |   | Mr. Inoue, who has long served as a corporate manager at financial institutions, is highly rated for his achievements and insight. In view of this, the Company believes that he will appropriately perform his duties as Outside Director. The Company has designated Mr. Inoue as an Independent Director because it has judged that he has no potential conflict with the interests of general shareholders as he has no special interest in the Company and so he is   |

|            |   |   |   | an appropriate person to protect general shareholders.   |
|------------|---|---|---|--|
| Fumio Inui | 0 | 0 | He also serves on Independence Committee as its member. | Mr. Inui has held positions such as Deputy Commissioner, Taxation Department, National Tax Agency and Director General, Planning and Coordination Bureau, Financial Agency. Then currently, he is a Chairman of Kinzai Institute for Financial Affairs, Inc. while at the same time, assuming the role of Advisor for Tokio Marine & Nichido Fire Insurance Co., Ltd. Mr. Inui commands high respect for his career record and insight. In view of this, the Company believes that Mr. Inui will be able to fulfill his duty as an Outside Director appropriately. The Company has designated Mr. Inui also as an Independent Director because it has judged that he has no potential conflict with the interests of general shareholders as he has no special interest in the Company and so he is an appropriate person to protect general shareholders. |

#### [Audit and Supervisory Committee]

Committee Composition and Attributes of Chairperson

|                                       | All the<br>Committee<br>Members | Full-time<br>Members | Internal<br>Directors | Outside<br>Directors | Chairperson      |
|---------------------------------------|---------------------------------|----------------------|-----------------------|----------------------|------------------|
| Audit and<br>Supervisory<br>Committee | 4                               | 1                    | 1                     | 3                    | Outside Director |

Appointment of Directors and Employees who are to assist the Audit and Supervisory Committee in their duties Updated Appointmen

Appointment was fulfilled.

The issue related to the independence of the above referenced directors and the employees from the Influence of executive directors

Updated

The Audit and Supervisory Committee Office was established within Audit Department with four members including the Head of Audit Department assigned to help the Audit and Supervisory Committee perform its responsibilities and assists its smooth execution of duties. The staff of the Audit and Supervisory Committee Office are not subject to the directions and commands of Directors not serving on the Audit and Supervisory Committee and follow instead the directions and commands of the Audit and Supervisory Committee. In addition, the said staff's personnel transfer, performance evaluation, any disciplinary action where the case may be, and other matters of personnel administrative nature are carried subject to the consent of the Audit and Supervisory Committee. As such, the Company ensures both independence of the staff from the influence of business execution departments of the Company and unobstructed effectiveness of directions and commands to be given to the Office staff from the Audit and Supervisory Committee.

Cross-Sectional Cooperation among Audit and Supervisory Committee, Accounting Auditor and Internal **Audit Department** 

The Company's Audit and Supervisory Committee audits the status of business execution by Directors by obtaining reports from Directors and others, inspecting important documents, giving the Audit Department orders to conduct audits and obtaining reports therefrom, and obtaining reports from the Accounting Auditor, after the completion of internal control system and the beginning of its use, and subsequent start of monitoring and inspection of such system.

#### [Optional Committees]

Optional Committees Equivalent Functionally Either to a Nominating Committee or a **Compensation Committee** 

The said committee was established

Establishment of Optional Committee, Committee Composition and Attribute of Chairperson Updated

|   | Name of the committee               | Number<br>of<br>total<br>members | Number<br>of<br>full-time<br>members | Number<br>of<br>Internal<br>Directors | Number<br>of<br>Outside<br>Directors | Number<br>of<br>Outside<br>Experts | Others | Head of the<br>Committee<br>(Chairperson) |
|---|-------------------------------------|----------------------------------|--------------------------------------|---------------------------------------|--------------------------------------|------------------------------------|--------|---|
| Optional Committee equivalent to the Nomination Committee   | Nomination & Remuneration Committee | 4                                | 0                                    | 1                                     | 3                                    | 0                                  | 0      | Outside<br>Director                       |
| Optional Committee equivalent to the Remuneration Committee | Nomination & Remuneration Committee | 4                                | 0                                    | 1                                     | 3                                    | 0                                  | 0      | Outside<br>Director                       |

#### Supplementary Explanation

To enhance the objectivity and transparency of the process for electing Directors and determining their compensation, the Company has established the Nomination & Compensation Committee. The Nomination & Remuneration Committee discusses the selection of Director candidates, and the method and the level of compensation for individual Directors as well, using the related data for reference that are available from external database providers. The Committee then reports to the Board of Directors the result of such discussions. The Nomination & Remuneration Committee, as a rule, is comprised of more than four members and one of them is the Company's CEO while the majority of the Committee posts are filled by Outside Directors. Currently, the Committee is comprised of one member who is the Internal Director and CEO, and three Outside Directors.

The term of the Committee assignment begins at the time of the election at the meeting of the Board of Directors that follows the conclusion of the Ordinary General Meeting of Shareholders and it lasts until the conclusion of the next Ordinary General Meeting of Shareholders.

The chairperson of the Committee has been elected by a mutual vote from among the Committee members in accordance with the Rules of the Nomination & Remuneration Committee. .

#### [Independent Directors]

Number of Independent Directors

4

#### Matters relating to Independent Directors

The Company has established the "Independence Assessment Standard" regarding the independence of Outside Directors, In electing Outside Directors, the Company selects the persons who satisfy such standard and have no conflict of interests with itself. The Company has judged that each elected Outside Director can show supervisory or audit capability while being independent of the Company, and thus appropriately executing respective duty.

The Company has registered four Outside Directors who meet the qualifications for Independent Director as Independent Directors.

#### [Incentives]

Status of Granting Incentive to Director

A stock option plan was introduced.

#### Supplementary Explanation

The issuance of the stock acquisition rights as stock options is administered in accordance with the resolution adopted by the General Meeting of Shareholders, and the number of actual allotments to be allowed is determined by the Board of Directors Meeting based on the recommendation by the Nomination and Remuneration Committee upon confirming the resolution by the General Meeting of Shareholders.

| Recipients of Stock Options | Internal Directors and employees of the Company, Directors and employees of the Company's subsidiaries |
|-----------------------------|--|
|-----------------------------|--|

Supplementary Explanation Updated

The issuance of the stock acquisition rights as stock options to Executive Directors and Employees of the Company and its subsidiaries is aimed at improving the consolidated performance of the Company and its subsidiaries by providing the recipients with the common incentive of improving the performance of the Group as a whole.

#### [Director Compensation]

| Compensation Partial disclosure of individual compensation |
|--|
|--|

Supplementary Explanation Updated

Directors who received compensation, including consolidated compensation, of ¥100 million or more in total are disclosed.

The amount of compensation for Directors for the fiscal year ended March 31, 2017 is as follows:

Internal Directors: ¥175 million\* (for two Directors)

- \* Including stock acquisition rights of ¥3 million granted as stock options
- \* Including bonuses of ¥61 million

| Policy on Determining Compensation Amounts and Calculation Methods | Established |
|--|-------------|
| and Calculation Methods  |             |

#### Disclosure of Policy on Determining Compensation Amounts and Calculation Methods

To enhance the objectivity and transparency of the process for electing Directors and determining their compensation, the Company has established the Nomination & Remuneration Committee. In regard to the Nomination & Remuneration Committee, please refer to Optional Committee as addressed in the Supplementary Explanation of this report.

## [Practice for Supporting the Functions of Outside Directors]

The Company provides advance explanations on the agenda items of meetings of the Board of Directors and the Audit and Supervisory Committee when necessary.

#### [The status of the person who retired from the position such as Representative Director]

(The current practice of the Company pertaining to the appointment of Komon or Soudannyaku (a sort of corporate advisor, counselor or their equivalent) from the pool of the Company's retirees who used to be Representative Directors.)

| Appointment | Title/Position | Assignment | Working Pattern/Condition Working Hours, Full or Part Time, Compensation | The date of retirement from the previous position at the Company | Term of the new service |
|-------------|----------------|------------|--|--|-------------------------|
| not         | not            | not        | not  | not  | not                     |
| applicable  | applicable     | applicable | applicable   | applicable   | applicable              |

Other related matter

The Company currently does not adopt the practice of retaining Komon or Soudannyaku. (a sort of corporate advisor, counselor or their equivalent). The Company has entered into the service agreement with some of the individuals who used to work for the Company possessing specific areas of expertise and experience, hoping to obtain continuing support from them. However, the Company at present does not maintain the practice of keeping the service from specifically its ex-Representative Director.

# 2. Functions of Business Execution, Audit & Supervision, and Decision-Making on Nomination and Compensation (Overview of Current Corporate Governance System) Updated

The Company's Board of Directors, as the body of decision-making and supervision for important matters such as management policy and strategy, is comprised of nine Directors (of which majority is accounted for by Outside Directors (five members)) and its meeting is held in principle once a month. The Board consists of "Executive Directors" who carry out daily business activities, and "Non-Executive Directors" who mainly supervise the business execution. In addition to instituting such structural solution, the Company focuses its efforts on ensuring the effectiveness of the Board of Directors and to increase the transparency and fairness of the discussion at the Board of Directors by clarifying the roles of these two types of Directors and by selecting the Chairperson of the Board of Directors from Non-Executive Directors. Also, the Company has transferred decision making authority on many important business execution matters to CEO from the Board of Directors in order to shorten decision making time, reduce handling of perfunctory agenda and then discuss more on strategic and important subjects at the Board Meeting under streamlined process. Furthermore, the Company has introduced the Executive Officer system to facilitate swift decision-making and reinforce business execution function.

The Company is a company with an Audit and Supervisory Committee, and its Audit and Supervisory Committee consists of four Directors serving on the Audit and Supervisory Committee (including three Outside Directors). The Audit and Supervisory Committee meeting in principle is held every month in accordance with the Rules on the Audit and Supervisory Committee. The duties of the Audit and Supervisory Committee include the audit of execution of duties by Directors and the ensuing preparation of audit reports. Further, with the Internal Audit Department placed directly under the Audit and Supervisory Committee, the Committee receives reports on the matters relating to business execution by giving the Internal Audit Department orders to conduct audits and obtaining reports therefrom. In order to enhance management transparency and soundness, the Company has appointed the suitable number of Outside Directors who possess considerable experience and deep insight, thereby improving the checking capability within the Board of Directors and the Audit and Supervisory Committee.

In addition, the Company has established the Management Meeting, an organ composed of the CEO and the Directors and Executive Officers who are designated by the CEO, to discuss general execution policy on the Company's business as well as the Comprehensive Risk Management Committee in which the members discuss the matters related to crisis management including compliance, risk management, and disasters. Both the Management Meeting and the Comprehensive Risk Management Committee, in principle, are held twice and once respectively every month.

In accordance with the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into the agreement with Directors (excluding Executive Directors, etc.) to limit the Directors' liability for compensation for damage that is stated in Article 423, Paragraph 1 of the Companies Act. The limit amount of liability for compensation for damages under the agreements is the total of amount as stipulated in Article 425, Paragraphs 1 and 2 of the Companies Act. This limited liability shall be accepted only if the Director (excluding Executive Director, etc.) performs his/her duties with a good manager's care and the resulted damages were not caused by gross negligence of his/her duty.

#### 3. Rationale for the Corporate Governance System the Company Currently Embraces Updated

The Company considers the enhancement of corporate governance to be one of its important tasks. So, the Company will reinforce and upgrade its corporate governance, aiming to raise the level of fairness and transparency in its management with an ultimate view to winning trust from various stakeholders, and continuously increase corporate value. The Company makes this endeavor in tandem with its efforts to maintain corporate structure that allows for swift decision making and business execution.

While the Company maintains the acquired strength of corporate governance (as exemplified by the majority presence of Outside Directors at the Board of Directors, and the assumption of the role of the Chairperson of Directors Meeting by Non-Executive Officer, and by other reforms), the Company believes that a clear distinction of roles between the ones assigned to Executive Director and the others to Non-Executive Director

brings forth the following positive differences. By promoting an Audit and Supervisory Committee member up to a Director, the said Director will be able to perform the checking to see if the Board of Directors executes businesses soundly and fairly in accordance with the basic management policy and the management plan that are established by the Board itself. This new duty will be an addition to already existing duty of illegality or deviation checking over the Board of Directors. Thus, such a change will boost audit and supervision function for the Company. Further, the change will make it possible to delegate the decision-making authority concerning important business execution from the Board of Directors to Executive Directors. This in turn improves the swiftness of decision making and reduces reviews of perfunctory proposals by the Board of Directors in order to concentrate better on more strategic and deeper discussions. With a view to achieving the purposes mentioned above, the Company has made a transition to a "Company with an Audit and Supervisory Committee".

The Company has elected five Outside Directors. At the meeting of the Board of Directors, Outside Directors assume a function and role to ensure the adequacy and appropriateness of the Board of Directors' decision-making and execution of duties by proactively providing advice and suggestions from objective and neutral standpoints, having no potential conflict with the interests of general shareholders, and from comprehensive and professional viewpoints, based on respective abundant experience. Outside Directors also supervise the performance of Directors' duties.

## III. Implementation of the Measures Taken for Shareholders and Other Stakeholders

#### 1. Measures to Vitalize the General Meeting of Shareholders and Facilitate Smooth Exercise of Voting Rights Undated

| Rights Updated  |  |
|---|--|
|   | Supplementary Explanations   |
| Early Dispatch of the<br>Notification of General<br>Meeting of Shareholders   | The Company sends the notice of convocation of the General Meeting of Shareholders at the earliest possible timing without waiting until the statutory due date, which is two weeks before the day of such Meeting.  The Company had sent the notice of convocation of the 106th Ordinary General Meeting of Shareholders to be held in June 2018 three weeks before the day of the Meeting. |
| Electromagnetic Exercise of Voting Rights   | The Company has adopted an electromagnetic method to facilitate smooth exercise of voting rights.  |
| Participation in the Electronic Voting Platform and Other Efforts to Enhance the Environment for the Exercise of Voting Rights by Institutional Investors | The Company makes the electronic voting platform available for institutional investors operated by ICJ, Inc.   |
| Availability of the<br>Convocation Notice<br>(Summary) in English   | The Company publishes the summarized notice of convocation in English on the Company's website (English site). The Company also posts the notice of convocation on the website of stock exchanges.   |
| Others  | To vitalize the Ordinary General Meeting of Shareholders and facilitate smooth exercise of voting rights, the Company posts the notice of convocation of the Ordinary General Meeting of Shareholders on the website of the Company as well as of stock exchanges on the date which is one week before it sends out such notice by surface mail.   |

## 2. IR Activities Updated

|   | Supplementary Explanations  | Presentation by Representatives |
|---|---|---------------------------------|
| Regular Investors' Meeting for Individual Investors                       | A representative of the Company or other person provides presentation at the investors' meeting held several times a year in major cities throughout Japan, such as Tokyo and Nagoya (three times in the fiscal year ended March 31, 2017). In addition, in the fiscal year ended March 31, 2017, the Company participated as a presenter in one such event for individual investors including the Nikkei IR Investment Fair. | Available                       |
| Regular Investors' Meeting for<br>Analysts and Institutional<br>Investors | A representative of the Company by himself provided a presentation at the investors' meeting held twice a year in Tokyo.  | Available                       |
| Regular Investors' Meeting for<br>Overseas Investors                      | A representative of the Company visits Europe, the United States, and Asia a few times a year (e.g. once in the fiscal year ended March 31, 2017).  | Available                       |
| Posting of IR Materials on the Website                                    | IR materials, such as company information, the Financial Summary, Result Review, Annual Report, and Press Releases, are posted on the Company's website. http://www.tokaitokyo-fh.jp/  Such materials are also available on the English website. http://www.tokaitokyo-fh.jp/en/  |                                 |
| Establishment of the<br>Department and/or Manager in<br>Charge of IR      | The Company has the Corporate Communications Department.  |                                 |

## 3. Measures to Ensure Due Respect for Stakeholders

|     |    | _   |    |  |
|-----|----|-----|----|--|
| - 1 | no | lat | ed |  |

|  | Supplementary Explanations  |
|--|---|
| Stipulation of Internal Rules<br>for Respecting the Position of<br>Stakeholders  | The Group sets forth the basic approaches to each stakeholder (clients, shareholders, local communities, employees, etc.) in the "Basic Compliance Policy" and "Tokai Tokyo Financial Group's Ethical Code of Conduct" and it also endeavors to make such basic approaches known to all its officers and employees.   |
| Implementation of Environmental Activities and CSR Activities, etc.  Development of Policy on Information Provision to | The Group is undertaking initiatives for enlightening the younger generation on financial and economic issues through various actions, such as sending instructors to universities to offer credit-earning courses. Other activities include establishment of the Tokai Tokyo Scholarship Fund at Chukyo University with an idea of fostering the Chubu region's manufacturing culture, sports (J. League, etc.), cultural and artistic activities (sponsorship for art exhibitions, etc.). The Company is encouraging a summer business dress code known as "Cool Biz" as a part of energy saving initiatives against global warming.  The Company strives to ensure the proactive and appropriate disclosure of information, such as management policy and corporate information.   |
| Others   | The Company considers diversity promotion to be one of the important management strategies to adapt itself to changing society and is taking on various initiatives. For instance, Tateaki Ishida, the Company's CEO, supports the action statement issued by "A Group of Male Leaders Helping Ambitious Female Workers Do Great Things" that is led by the Government's Cabinet Office. As such, the Company is promoting the advance of female employees under the firm commitment from the top management.  < Some primary initiatives taken by the Company >  • Diversity Promotion  In 2012, the Company arranged the organizational structure for the diversity promotion by setting up the Diversity Promotion Office. Then, the Company changed the name of office effective July 1, 2017 to "the Promotion Office for All at Tokai Tokyo to Do Great Things" with a view to encouraging more widely and strongly all the employees including senior employees to engage actively in respective work and achieve self-realization.  In order to share the understanding concerning the diversity promotion, the Company distributes to all its officers and employees the "Diversity Bible" in which the message from the CEO is stated. Also, the Company posts the page of "All Doing the Great Things" together with the "All Doing the Great Things News" on the Company's intranet.  In April 2018, the Company started implementing the initiative of "Senior Employee Do Great Things".  The Company is focusing on expanding the job description range and geographic area for hiring purpose, recruiting of new graduates in order to promote hiring challenged persons. (As of June 2018, the ratio of the challenged employees is 2.22%).  • Encouragement of Female Employees to Do Great Things  With respect to the promotion of female employees' active participation in workforce, the Company has been implementing dual measures, designing to help female employees both "undertake caring for child & parent and attain career-path advance".  Assistance with Dual Role Assumption  The Company |

taken until March in the year when the registered becomes the 3<sup>rd</sup> grader. **Parent-care leave:** Within the aggregate limit of 186 days, allowed 5 times of such leave.

**Days of shortened working hours:** Allowed any number of such days as needed.

- · Under the Career-Bridge program, the Company re-hires employee who had to quit the Company due to the unavoidable situation she was not able to deal with.
- The Company issues "the Smart Return Book" for a female employee taking child-birth and child-care leaves and for her superior encouraging them to conduct Smart Interview based on what is written in the subject booklet for her boss to understand her situation well and help her.
- Effective March in 2017, the Company allows employees to bear their former family names for their work-related uses.

#### **Assistance with Career Path Development**

- · For the employee returning from child care leave, the Company provides such employee with career reactivation training.
- · For both the male General Managers and Branch Managers, the Company now conducts management training for the promotion of female employees' advance in our workplace.
- The Company also conducts an ongoing program that started in the fiscal year 2015 that helps the participants to envisage actual female working at the front line of the Company. In the program, the Company introduces women with extensive experience in positions of authority, expecting such women to serve as role models to the women both inside and outside the Company. (Role models are newly selected every year, and now five such models are serving as the 3rd year role model lineup.)
- The Company provides the educational assistance directed to Aichi region's students by participating in the program that Aichi prefecture sponsors. The program is referred to as "Internship in Aichi for learning from real-life working and doing actual house chores". The program induces the students to experience working on hands-on basis in the offices, and the program offers the students the opportunities for learning about various house chores and child caring by visiting real families of the Company employees who are raising children.
- Tokai Tokyo Securities sends female role models as instructors working at the front line to another program Aichi prefecture sponsors and that is called "The program for learning from career education coordinator". In the program, the instructors tell participating high school students the things like, what the security brokerage business does, what kind of day-to-day work they find worthy of devoting themselves to and the value they realize by remaining active in work place in the industry. The program is intended for the students to visualize their future pictures.

The Company had set a target of attaining 20% of management position filled by women by March 31, 2017, and it attained that target in January 2017. Then it formulated a new General Employer Action Plan in September 2017 in accordance with the Act on Promotion of Women's participation in Advancement in the Workplace and the Act on Advancement of the Measures to Support Raising Next Generation Children. In formulating the new plan, the Company set the following three numerical targets that are to be attained by March 31, 2020.

- (1) Percentage of women in management position; 25% (Manager position or higher either at the Company or at Tokai Tokyo Securities Co., Ltd. which is the Company's primary subsidiary.
- (2) Percentage of advanced professional women in the workplace; 50%

(3) Percentage of men taking child-care leave; over 30% \*note

Percentage of women in management position as of April 1, 2018 is 22.2 with 4 of them being Directors of either Tokai Tokyo Securities Co., Ltd or Takagi Securities Co., Ltd. and 12 of them being either General Managers or Branch Managers.

Such programs and initiatives undertaken by the Company and its subsidiaries have earned numerous certifications and awards as below listed.

Tokai Tokyo Financial Holdings earned;

- · New Diversity Management Selection 100 from the Ministry of Economy, Trade and Industry,
- · Eruboshi (L-star awarded) Company for Promoting Women's Participation in the Workplace; The Company won double L-star award from the Ministry of Health, Labour and Welfare,
- · Award for the Promotion of Women from Tokyo Metropolitan Government

Tokai Tokyo Securities earned;

- · Recognition as an Aichi Women's Empowerment Company by Aichi Prefecture,
- · Award of Excellence in Recognition as a Company Promoting the Empowerment of Women from Nagoya Municipal Office,
- Recognition as a Company Supporting Child Care by Nagoya Municipal Office.

Under the management plan, "New Age's Flag Bearer 5", the Company shall keep promoting the advancement of all human resources in workplace without limiting to women but including senior employees with abundant experiences and all others.

#### IV. Matters Related to the Internal Control System

#### 1. Fundamental Views on Internal Control System and the Current Status of the system

**Updated** 

The Company has established the basic policy in accordance with the Companies Act and Ordinance for Enforcement of the Companies Act regarding the development of systems to ensure the propriety of the Company's business activities (hereinafter referred to as the "Internal Control System") as follows.

# 1. Systems to Ensure that Directors and Employees Execute their Duties in Compliance with Laws and Regulations and the Articles of Incorporation

- (1) The Board of Directors at the Company shall be comprised of the Directors serving on the Audit and Supervisory Committee, and the Directors not serving on the Audit and Supervisory Committee ("Non-Executive Directors" and "Executive Directors").
- (2) The Board of Directors shall establish basic guidelines, such as the Tokai Tokyo Financial Group's Basic Compliance Policy and the Tokai Tokyo Financial Group's Ethical Code of Conduct, as the framework for Directors and employees of the Company to comply with laws and regulations and various rules, and to take actual steps for the observance thereof.
- (3) In order to ensure the effectiveness of the compliance with laws and regulations and various rules, the Board of Directors shall set up the Comprehensive Risk Management Committee as an organ dedicated to producing reports, including those on measures to construct the Company's compliance system, and the Comprehensive Risk Management Department, as a department dedicated to engaging in activities, such as controlling, guiding, and monitoring compliance. In addition, the Board of Directors shall set up the Audit Department that is placed under the Audit and Supervisory Committee as an organ dedicated to checking the status of business execution through internal audits. Each organ reports on the status of compliance obtained from the audit to the Board of Directors or the Audit and Supervisory Committee.
- (4) The Company shall develop the whistle-blowing mechanism (Group Compliance Hotline) to deter and detect early and rectify illegal activities and strive to maintain the effectiveness of such mechanism.
- (5) The Company shall resolutely respond to groups, organizations, and any bodies whatsoever that engage in antisocial activities, and establish a system not to enter into any transaction with such party.

#### 2. Systems for Storing and Managing the Information Concerning the Execution of Duties by Directors

- (1) In accordance with the Internal Rules, the Company shall store and maintain the following documents (including electromagnetic records) together with the related materials, and develop a system under which Directors and Audit and Supervisory Committee Members can inspect such documents when necessary.
  - ① Minutes of General Meetings of Shareholders
  - ② Minutes of Board of Directors' Meetings
  - 3 Minutes of Audit and Supervisory Committee's Meetings
  - **4** Minutes of Management Meetings
  - ⑤ Information relating to important execution of duties and managerial decisions (requests for approval, contractual documents, etc.)

#### 3. Rules and Other Mechanism for Risk Management

- (1) In accordance with the Risk Management Regulations, the Company works on clarifying how the risk management system should work by designating each department responsible for managing risks of each corresponding pre-assigned category and administering the risk of itself and its subsidiaries from entire and consolidated perspectives.
- (2) The Company shall establish the Comprehensive Risk Management Committee to grasp and control the status of risk management administered by each department and shall regularly report the results thereof to the Board of Directors and Audit and Supervisory Committee.

#### 4. Systems to Ensure the Efficient Execution of Duties by Directors

- (1) With a view to reinforcing the business execution function, as well as encourage lively discussions and swift decision-making all at the Board of Directors meetings, the Company shall introduce the Executive Officer posts.
- (2) The Company shall establish the Management Meeting, an organ consisting of the Chairman and the CEO as well as the Directors and Executive Officers to be appointed by the Chairman and the President, to

- discuss the general execution policy on the Company's business.
- (3) The Company shall develop a system under which the duties of Directors are executed appropriately and efficiently in accordance with the authorities and decision-making rules that are both stipulated by the Rules of the Board of Directors.

#### 5. Systems to Ensure the Proper Business Operations in the Group Comprised of the Company and its **Subsidiaries**

- (1) Aiming to establish internal control systems in the Company and its subsidiaries, the Company shall cooperate closely with the subsidiaries and provide them with necessary instructions and support.
- (2) The Company shall administer supervision over the management and financial matters of its subsidiaries in accordance with the Subsidiaries and Affiliates Management Rules and give them instructions to develop their own compliance and risk management systems. At the same time, the Company shall conduct internal inspections and subsidiary audits in accordance with the Internal Audit Rules and report the results thereof to the Board of Directors and Audit and Supervisory Committee.
- (3) The Company shall have its subsidiaries submit reports on financial results to the Board of Directors on a quarterly basis to grasp their financial situation.

#### 6. The issue regarding the suitable organizational arrangement and the independence of the Directors and Employees to be assigned to assist the Audit and Supervisory Committee with auditing duties if the Audit and Supervisory Committee requests such assistance

- (1) Directors shall elect suitable Directors and Employees who should assist the duties of the Audit and Supervisory Committee (hereinafter referred to as "Supporting Employees, etc.") at the request of the Audit and Supervisory Committee.
- (2) When appointing Supporting Employees, etc., the Company shall pay attention to secure the independence of Supporting Employees, etc., from other Directors (excluding Directors serving on the Audit and Supervisory Committee), by respecting the opinions of the Audit and Supervisory Committee and taking other measures as needed, in order to avoid any impediment to the appropriate operation of duties of the Committee.

#### 7. The Arrangement for the Directors and Employees Assigned as "Supporting Employees" to Report to the Audit and Supervisory Committee and Other Matter Concerning the Reporting to the Audit and **Supervisory Committee**

- (1) Directors shall report the matters required by laws, the results of internal audits, the status and content of reporting through the whistle-blowing system either regularly or irregularly to Audit and Supervisory Committee Members or the Audit and Supervisory Committee.
- (2) The Audit and Supervisory Committee receives reports separately from the Accounting Auditor, Directors, Employees and others as necessary.
- (3) The Company shall not treat Directors, employees and others who report to the Audit and Supervisory Committee in the manner unfavorable by reason of such reporting.

#### 8. Other Measures to Ensure Effective Audits by Audit and Supervisory Committee Members

- (1) The Chief Executive Officer, Audit and Supervisory Committee Members, and the Accounting Auditor shall have the opportunity to exchange opinions regularly to improve cross-sectional communication.
- (2) The Company ensures that Audit and Supervisory Committee Members have the opportunity to obtain advice on auditing from legal and accounting professionals.
- (3) Audit and Supervisory Committee Members may receive advance payment or reimbursement of expenses from the Company arising from the execution of their duties.

#### 9. Internal Control Over Financial Reporting

The Company shall develop and exercise internal control over financial reporting appropriately to ensure the adequacy and reliability of such reporting.

## 2. Fundamental Views on Eliminating Antisocial Forces Updated

The current status of the Company's preparedness for the elimination of antisocial forces is as follows.

The Group has formulated the "Rules on Eliminating Any Relation with Antisocial Forces" and established a system to ensure cutting off any relation between antisocial forces and any company of Tokai Tokyo Financial

The Group clarifies in its "Tokai Tokyo Financial Group's Ethical Code of Conduct" and "Code of Ethics"

that the Group consistently and resolutely confronts antisocial forces and will not enter into any transactions with antisocial forces, and makes such policy known to all of its officers and employees.

In addition, the Comprehensive Risk Management Department, which is responsible for handling the matter associated with antisocial forces for the Group, collects and analyzes information and discusses countermeasures by constructing the database that unitarily manages such information so that the departments and the group companies have access to such data.

If any employee receives any information on antisocial forces or confronts any unreasonable demand from such forces, such employee shall promptly and adequately inform management to that effect, and at the same time, the Company works to ensure the thorough elimination of antisocial forces by maintaining constant close cooperation with certain parties, such as the police office having jurisdiction and the Japan Securities Dealers Association.

#### V. Other

#### 1. Adoption of Anti-Takeover Policy

| Adoption of Anti-Takeover Policy |         | Adopted |
|----------------------------------|---------|---------|
| Supplementary Explanation        | Updated |         |

#### 1. Details of Basic Policy

The Company believes that those who control decisions on the Company's financial and business policies need to be the persons who understand the source of the Group's corporate value and make it possible to continually and persistently ensure and enhance such value and thus the common interest of its shareholders (hereinafter referred to as the "Group's Corporate Value, etc.").

The Board of Directors of the Company will not categorically reject so called "hostile takeovers," that are carried out without the approval of the Board of Directors, if they contribute to the Group's Corporate Value, etc. The Company also believes that the final decision as to whether or not to accept a takeover that would involve a transfer of control of the Company should ultimately be made by the shareholders as a whole. However, among Large-scale Purchase of the Shares, etc., (defined in 3. below, hereinafter the same), some, judging from their purposes, do not contribute to raise the corporate value of the target company and others. In order for the Company to ensure and enhance its corporate brand and value that the Company has built up over the years, and by extension, the common interest of its shareholders, it is essential to keep the source of its corporate value (mentioned under 2. below) and implement its management plan. Unless the requirements stated above are not honored by the person who engages in the large-scale purchase of the Company's shares, etc., in the medium-to-long-term, the Group's corporate value, among other things, will be impaired.

# 2. The Source of the Company's Corporate Value and Outline of Special Initiatives that Will Facilitate the Achievement of the Basic Policy

The Company does believe that the source of its corporate value lies in the products and services it has developed over the years in its financial instruments business and the related businesses, its high expertise and abundant experience in the financial and capital markets, etc., and the long-term relationship of trust it has gained from various stakeholders surrounding the Group both in Japan and overseas. The Company believes it essential to ensure the Group's Corporate Value, etc., by taking reasonable countermeasures against a large-scale purchase that could severely damage the Group's Corporate Value, etc., mentioned in 1. above. Also, the Company believes that it can enhance the Group's Corporate Value, etc. by practicing specified measures based on the management plan to accomplish what the basic policy aims at. Furthermore, as a measure to contribute to the achievement of the basic policy, the Company has established the basic policy regarding corporate governance and it reinforces and enhance corporate governance with a view to continuously raise the Group's Corporate Value, etc., since the Company deems corporate governance to be one of the important management issues,

# 3. Measures to Prevent Inappropriate Party as Defined by The Basic Policy from Influencing the Company's Decision on Financial Matters and Business Policy

The Company presented to the 104th Ordinary General Meeting of Shareholders held on June 29, 2016 the proposal for renewing the "Countermeasures against the Large-scale Purchase of the Company's Shares (Anti-Takeover Policy)" and obtained thereafter the approval of shareholders ("Countermeasures against the Large-scale Purchase of the Company's Shares (or Anti-Takeover Policy)". (which is referred to as the "Plan" after its renewal.).

Concerning the share certificate and etc., that the Company issues, the Plan applies to any of the following: (a) a purchase by a party intending to conduct the large-scale purchase of the share certificates, etc., (hereinafter referred to as the "Large-scale Purchaser"), in which the holding ratio of the share certificates, etc., of the Large-scale Purchaser may reach 20% or more; (b) a purchase of the share certificates, etc., by the Large-scale Purchaser, in which the total holding ratio of the share certificates, etc., of the Large-scale Purchaser and its specially related persons on combined basis reaches 20% or more; or (c) an act that causes the holding ratio of the share certificates, etc., of a Large-scale Purchaser to account for 20% or more resulting from an act whereby the Large-scale Purchaser encourages another shareholder of the Company to be a joint shareholder together with the Large-scale Purchaser. (The acts stated in (a) through (c) shall hereinafter collectively be referred to as the "Large-scale Purchase.")

The Plan sets forth the following procedures to be conducted in the face of the attempted Large-scale Purchase of the share certificates, etc., to maintain and enhance the Group's Corporate Value, etc.: (a) requesting a Large-scale Purchaser to submit necessary and sufficient information in advance; (b) securing sufficient time for the management of the Company to gather information and reviewing, etc.,; and (c) suggesting the plans and alternative proposal, etc., formulated by the management of the Company to shareholders, and negotiating with the Large-scale Purchaser. If the Group's Corporate Value, etc., appears to be significantly damaged for the reason of, for instance, nonfulfillment of the request the Company in conjunction with the Plan stated above, the Company, in principle, will allot stock acquisition rights to shareholders with no compensation as a countermeasure.

The stock acquisition rights allotted under the Plan (hereinafter referred to as the "Stock Acquisition Rights") will carry (a) the exercise conditions designed to restrict the exercise by a Large-scale Purchaser and its related parties and (b) provisions describing conditions to qualify as eligible recipient of the Stock Acquisition Rights under which the Company's shares are delivered to the shareholders excluding the Large-scale Purchaser and its related parties in exchange for the presented Stock Acquisition Rights. However, the Company does not adopt the provision to the effect that it may furnish the Stock Acquisition Rights to the Large-scale Purchaser in exchange for the receipt of other property.

When allotment of the Stock Acquisition Rights with no compensation is exercised, the percentage of the voting rights held by the corresponding Large-scale Purchaser and the parties related thereto against the total voting rights of the Company may be greatly diluted as designed by the aforementioned conditions and the provisions on the acquisition mentioned above.

The Board of Directors of the Company makes the final judgment as to whether or not the relevant steps of the procedures have been taken in accordance with the rules that the Plan calls for, and whether or not the countermeasures necessary and reasonable for ensuring or enhancing Corporate Value, etc. of the Group should be executed. In order to secure the objectivity, reasonability, and fairness of such judgment, the Company has established the Independent Committee as an organization independent of the Board of Directors of the Company.

The Independent Committee comprises of three or more members. The Committee members are appointed by Directors of the Company from among Outside Directors, managers of the Company with proven track record, experts in investment banking services, those who are very familiar with the Company's business, lawyers, certified public accountants, scholars specializing mainly in the matters of the Companies Act, etc., or the persons with credentials similar thereto, etc. The Independent Committee may request the Large-scale Purchaser, Directors and employees, etc., of the Company to attend the Independent Committee meeting and give remarks, as necessary. In addition, the Independent Committee deliberates, prepares and submits the recommendation about the matters the Board of Directors of the Company has consulted them. Such recommendations shall be publicly announced, and the Board of Directors of the Company shall respect such recommendations to the utmost extent and promptly make the decision whether or not to execute the countermeasures.

The Plan is designed in the manner that the objectivity, fairness, and reasonability of judgment of the Board of Directors of the Company may be secured. Such aim is achieved by having the Board of Directors follow without fail the procedures requesting for recommendation of the Independent Committee because the Board respects the recommendation to the utmost extent in determining whether or not to execute countermeasures. Furthermore, assuming that the Large-scale Purchaser, in initiating its action, has complied with the procedures stipulated under the Plan and then the Company's Board of Directors is going to make a judgment regarding the execution of countermeasures against a Large-scale Purchase, the Company may hold a General Meeting of Shareholders to confirm the will of shareholders either in case where the Independent Committee recommends the matter to be submitted to a General Meeting of Shareholders, or in case where the Committee supports the execution outright.

In the case that a General Meeting of Shareholders is held, the Company's Board of Directors shall follow the judgment reached by shareholders at such a General Meeting of Shareholders regarding the execution of countermeasures.

- 4. Rationality of the Plan (The Plan complies with the Basic Policy for the avoidance of Corporate Control and it is designed neither to harm the Common Interests of the Shareholders nor to defend the status of the Company's Executives, and the explanation supporting this statement is provided below.)
- (1) The Plan complies with the Basic Policy to Avoid Corporate Control
  The Plan requires Large-scale Purchasers to provide the Board of Directors of the Company with

necessary and sufficient information on Large-scale Purchase in advance and to commence the Large-scale Purchase only after a given evaluation period to judge the information has elapsed and stipulates that countermeasures to be taken against Large-scale Purchasers not complying with the rules set forth by the Company.

Moreover, the Plan also stipulates that, even if a Large-scale Purchaser complies with the rules, so long as the Large-scale Purchase is deemed to be detrimental to the Group's Corporate Value, etc., countermeasures may be taken against the Large-scale Purchaser. Thus, the Company believes that the Plan meets the Basic Policy to Avoid Corporate Control.

(2) The Plan fully satisfies the requirements of the Guidelines for Takeover Defense, etc.

common interests of its shareholders.

The Plan fully satisfies the three principles ("Principle of protecting and enhancing the corporate value and the common interests of shareholders," "Principle of prior disclosure and shareholders' will," and "Principle of ensuring the necessity and reasonableness") established in the "Guidelines for Takeover Defense for the Purpose of Protection and Enhancement of Corporate Value and Shareholders' Common Interests," released on May 27, 2005 by the Ministry of Economy, Trade and Industry and the Ministry of Justice. The Plan is also in compliance with the idea of the rules pertaining to the introduction of Takeover Defense measures set forth by Tokyo Stock Exchange, Inc. The Plan also considers the details of the report, "Takeover Defense Measures in Light of Recent Environmental Changes" issued on June 30, 2008, by the Corporate Value Study Group, established within the Ministry of Economy, Trade and Industry.

- (3) The Plan does not harm the common interests of the shareholders
  Since the Plan allows shareholders to make appropriate investment decisions by ensuring the provision of
  necessary information and the opinions of the Board of Directors for shareholders to determine whether or
  not to accept the Large-scale Purchase as well as the opportunity to receive alternative proposals, the
  Company believes that the Plan contributes to ensuring and enhancing the corporate value and the
- (4) The Plan prioritizes the will of shareholders, and sets reasonable and objective requirements for the exercise of countermeasures

In order to secure the opportunity to adequately reflect the will of the shareholders in the Plan, the proposal to approve the Plan was put forth in the 104th Ordinary General Meeting of Shareholders, and the proposal was approved. Moreover, even before the expiry date of the Plan, if the General Meeting of Shareholders of the Company resolves to abolish the Plan, it will be abolished at that point in time. Thus, in this sense, the Plan may reflect the will of the shareholders, not only on the renewal, but also on the continuation of the Plan.

Moreover, the Plan, as an advance reference for shareholders to entrust the Board of Directors of the Company with the decision of whether or not to execute countermeasures based on the Plan, sets out specific conditions that may trigger the execution of countermeasures in varying cases. Furthermore, the Company may hold a General Meeting of Shareholders to confirm the will of shareholders either in case where the Independent Committee recommends the matter to be submitted to a General Meeting of Shareholders, or in case where the Committee supports the execution outright. Thus, countermeasures executed in accordance with such conditions will be the reflection of the will of the shareholders.

(5) The Plan is not designed to defend the status of the Company executives (The Plan prioritizes the decisions to be made by highly independent outside parties) The Plan is designed to warrant the fairness and objectivity of the Board of Directors' decision by imposing reasonable and objective conditions for the execution of countermeasures, and by requiring the Board of Directors to refer the matter of counter measures to the Independent Committee and to respect to the utmost extent the ensuing recommendation therefrom. Thus, the Plan is not designed for the purpose of defending the status of the Company executives.

(6) The Plan does not constitute Anti-Takeover Policy either of a dead-hand type or a slow-hand type. The Plan is not a so-called dead-hand type Anti-Takeover Policy that does not deter the execution of countermeasures even if majority of the members of the Board of Directors are replaced. Also, the Plan is not a so-called slow-hand type Anti-Takeover Policy that requires lengthy time to deter the execution as the replacement of the board members all at once is not likely possible.

For details of the Plan, please refer to the website of the Company. <a href="http://www.tokaitokyo-fh.jp/">http://www.tokaitokyo-fh.jp/</a>

#### 2. Other Matters Concerning Corporate Governance System

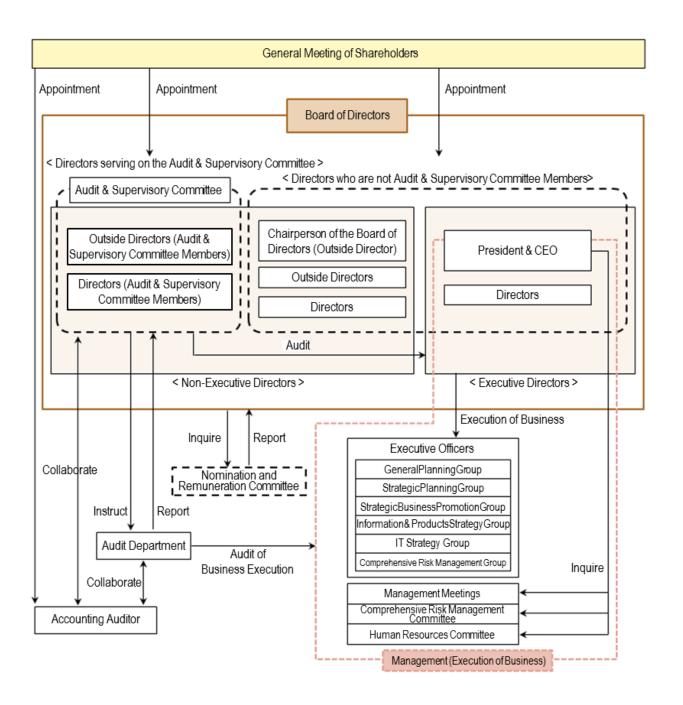
#### **■** Disclosure Procedures Concerning the Decisions made by the Company

After the Board of Directors resolves material matter, the person responsible for handling the Company's information determines whether such matter falls under the category to be disclosed timely in light of the regulations set forth by stock exchanges. If such responsible person determines that the information on the matter falls under the category that requires disclosure, then the person provides instructions to the department in charge of disclosure while ensuring thorough management of the subject information.

#### ■ Disclosure Procedures Concerning the Facts that Occur to the Company

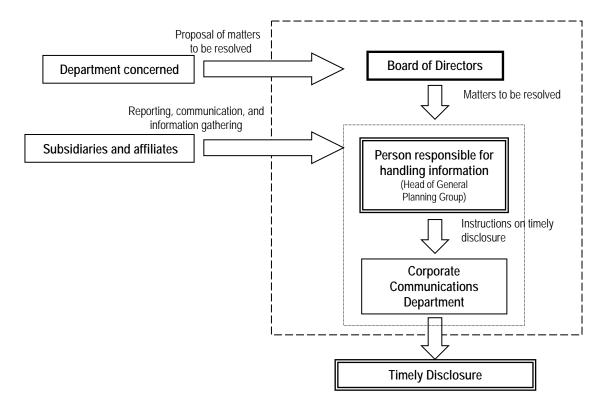
The person responsible for handling the Company's information collects the material information about facts that occur to the Company and this responsible person evaluates how the fact may impact the business operations, operating results, and financial standing of the Company including consolidated subsidiaries and determines whether such fact falls under the category to be disclosed timely in light of the regulations set forth by stock exchanges. If such responsible person determines that the fact requires timely disclosure, then the person reports promptly to the CEO about the fact while ensuring thorough management of the relevant information. The responsible person also gives instructions to the department in charge of disclosure.

\* A person responsible for handling the information means the person responsible for handling information as specified under the regulations of stock exchanges.



## Overview of Timely Disclosure System of Tokai Tokyo Financial Holdings

## < System for disclosing information about decisions made by the Company >



### < System for disclosing information about occurrence of facts to the Company >

