

ESG

Contents

P.30	Climate Change Response
P.33	Promoting Environmental Management
P.34	Human Resource Strategy
P.37	Supply Chain Management and Human Rights
P.38	Health and Productivity Management and Occupational Health
P.39	Technology Strategy
P.42	Safety and Security Initiatives
P.43	Social Contribution Activities
P.45	Corporate Governance
P.47	Messages from Outside Member of the Board
P.48	Executive Officers
P.52	IR Activities

Climate Change Response

Related Key Issues (Materiality)



Create businesses that will lead to the realization of a sustainable society

▶ Climate Change



Recognizing climate change and other global environmental issues as important management challenges, the Iwatani Group is striving to reduce the environmental impact of various business activities. In FY2021, we declared our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)* and joined the TCFD Consortium. We will strive for sustained growth while contributing to the decarbonization of society by assessing the risks and opportunities presented by climate change, reflecting these in management strategies and risk management, and appropriate disclosure.

* The TCFD was established by the Financial Stability Board (FSB) in 2015 at the request of the G20 countries to make recommendations on assessments of business risks and opportunities related to climate change and to ascertain and disclose their financial impacts.

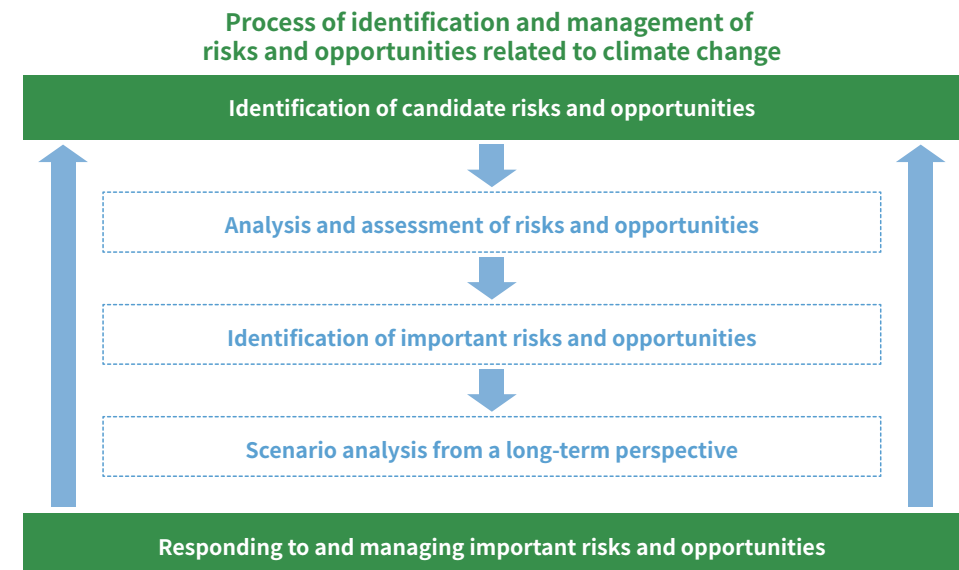
Governance

Iwatani has established a Sustainability Management Department. This unit will be responsible for planning measures to promote sustainability and disseminate awareness of sustainability issues throughout the Group, including overseas. Iwatani has also established the Sustainability Promotion Committee under the Risk Management Committee, which coordinates risk management Groupwide. The Sustainability Promotion Committee deliberates on matters such as risks, opportunities, action policies, and targets related to climate change and checks on the progress of related results. As part of the oversight structure, the Board of Directors receives periodic reports and is also briefed on important matters as they arise to ensure appropriate supervision.



Risk Management (assessment and process of identification and management)

We are proceeding with efforts to strengthen our response to climate change risks and our efforts to address climate change opportunities by assessing these risks and opportunities along the two axes of probability of occurrence and impact on business. In addition, we assess the business impact of climate change in stages, based on the extent of the potential financial impact. In particular, we assess the future business environment via scenario analysis from a long-term perspective and in light of the unique characteristics of climate change.



Climate Change Response

Related Key Issues (Materiality)



Create businesses that will lead to the realization of a sustainable society

Strategy

Referring to scenarios from the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC) as benchmarks, we carried out scenario analysis to ascertain the business impact of climate change and identify specific climate-related risks and opportunities. We plan to achieve sustainable business growth and find effective ways to address future risks by identifying—among all transition risks associated with policies, regulations, and changing markets and extreme weather and other physical risks—the risks and opportunities expected to significantly affect our businesses. We will quantify their financial impacts to the extent possible and reflect them in Group strategies.

■ Details of scenario analysis

We have chosen the Integrated Energy Business, Industrial Gases & Machinery Business, and Materials Business as the businesses subject to scenario analysis. These businesses are more likely to be affected by climate change. In planning scenario analysis, we identified the following two scenarios, based on data and other materials from the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC). Both are prestigious international agencies referenced in the TCFD recommendations.

Scenarios		2°C scenario	4°C scenario
Potential societal outcomes		In this scenario, bold policies and technological innovations will be pursued to move toward carbon neutrality and to achieve the ambitious medium- and long-term targets currently advocated by each country. Average temperature increases through the end of this century are kept to less than 2°C. The social changes associated with the transition to a decarbonized society are very likely to affect business activities and results. In this scenario, certain physical impacts will be generated, alongside the significant impact of enhanced regulations and other factors accompanying the transition to a decarbonized society.	In this scenario, society is characterized by economic and social growth accompanied by the continuing extensive development of fossil fuel sources and the continuance of resource- and energy-intensive lifestyles. Average temperatures rise by approximately 4°C by the end of the century, generating the high likelihood that climate change will affect business activities and results. In this scenario, significant physical impacts will be generated.
Reference scenarios	Transition	<ul style="list-style-type: none"> Announced Pledges Scenario (IEA WEO 2022) Net Zero Emissions by 2050 Scenario (IEA WEO 2022), etc. 	
	Physical	<ul style="list-style-type: none"> SSP1-2.6 (IPCC AR6), etc. 	<ul style="list-style-type: none"> SSP5-8.5 (IPCC AR6), etc.

■ Results of scenario analysis

Based on a consideration of future market trends and the scenarios identified in the Integrated Energy Business, Industrial Gases & Machinery Business, and Materials Business subjected to scenario analysis, we sought to predict the financial impact in 2050 in relation to the priority factors. The quantitative information used in scenario analysis is based on scenarios from the IEA, IPCC, and other sources. This information entails numerous uncertainties.

Scenario	Key risks	Financial impact
2°C scenario	Significant decline in demand for fossil fuels due to changing consumer awareness accompanying the implementation of fossil fuel surcharges, emissions credit trading, and other policies and regulations	Large
	Widening physical damage to production facilities due to natural disasters	Low
4°C scenario	Lower productivity due to rising temperatures	Moderate
	Lower LPG sales due to rising temperatures	Low

Scenario	Key opportunities	Financial impact
2°C scenario	Large-scale growth in both domestic and international demand for hydrogen, mainly as a fossil fuel alternative; significant growth in demand for hydrogen-related equipment as hydrogen demand grows	Large*
	Major potential business opportunities associated with the development and adoption of green LPG	Large
4°C scenario	Growing demand for lithium, cobalt, and other rechargeable battery materials with growing use of EVs and stationary batteries	Large
	Higher sales of disaster response and business continuity planning (BCP) equipment, including LPG-powered emergency generators	Low

* There is potential for very high growth opportunities depending on the extent of progress on addressing climate change.

Large: Equivalent to at least several tens of billions of yen in net sales / Moderate: Equivalent to several billions to several tens of billions of yen in net sales / Low: Equivalent to several billions of yen in net sales

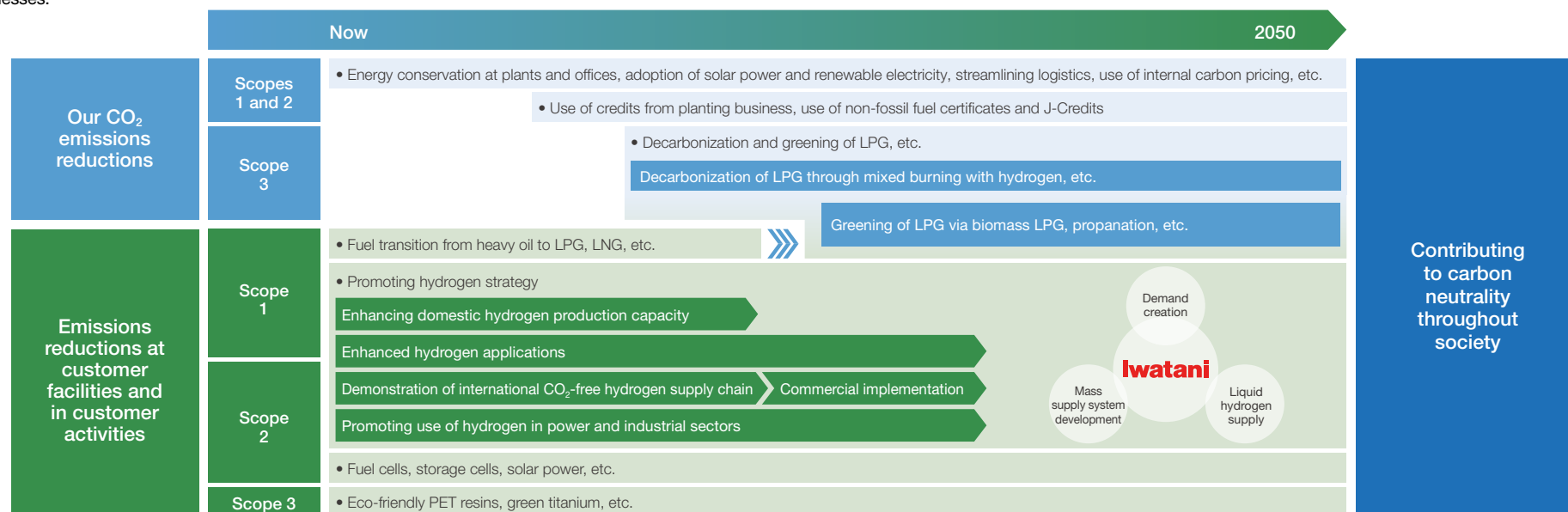
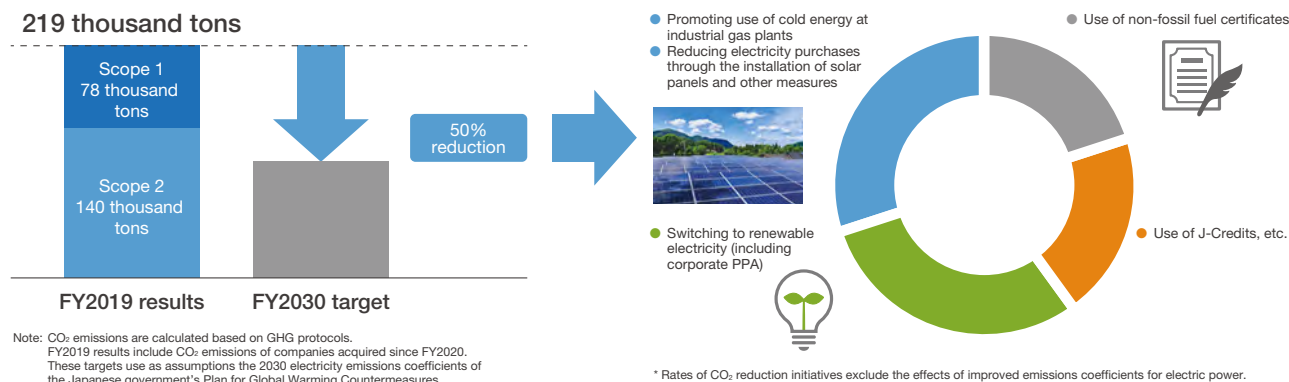
Climate Change Response

Related Key Issues (Materiality)



Targets and Goals

The Iwatani Group has announced its goal of achieving carbon neutrality by FY2050, targeting as a milestone to be reached by FY2030 reductions of 50% in CO₂ emissions compared to FY2019 levels by the Group in Japan. We aim to achieve our reduction targets for FY2030 through various measures, including the utilization of unused cold energy and the installation of solar panels at industrial gas plants; switching to renewable energy, including corporate PPA; and applying J-Credits that we ourselves generate. In FY2024, we are pursuing additional measures to promote investments in decarbonization, including adopting a system of internal carbon pricing to visualize the monetary value of CO₂ emissions reductions for proposed internal investments and use as reference in investment decision-making. To achieve carbon neutrality by 2050, we will reduce CO₂ emissions in our business activities and contribute to the reduction of CO₂ emissions in society as a whole through the expansion of our hydrogen and other businesses.



Promoting Environmental Management

Under the Iwatani Environmental Policy, we employ an environmental management system and strive to contribute to solutions to environmental challenges.

Environmental Policy



IWATANI ENVIRONMENTAL POLICY

Based on the corporate concept of "Gas and Energy," Iwatani has developed its core businesses in LPG and various high-pressure gases while operating a wide range of businesses such as consumer products, foods, machinery, welding materials, electronic equipment, metals, chemicals and minerals. Through all these business activities, Iwatani strives to coexist with local communities and help reduce burdens on the global environment, including global warming, in keeping with the spirit of the Iwatani Group Environmental Charter.

1. We will work to establish a carbon-free society and recycling-oriented society through research and development of technologies that utilize resources effectively and new energy sources which contributing to sustainable development of the society, and by promoting hydrogen and other Eco-friendly Products.
2. We will endeavor to conserve resources and energy, reduce waste, and prevent pollution through our business activities.
3. We will fulfill our compliance obligations to observe environmental laws and regulations, and other related requirements with which we agree.
4. We will commit to continual improvement of the environmental management system to enhance environmental performance by establishing and reviewing environmental objectives.
5. We will provide environmental education which aims to raise awareness of all company and group employees.

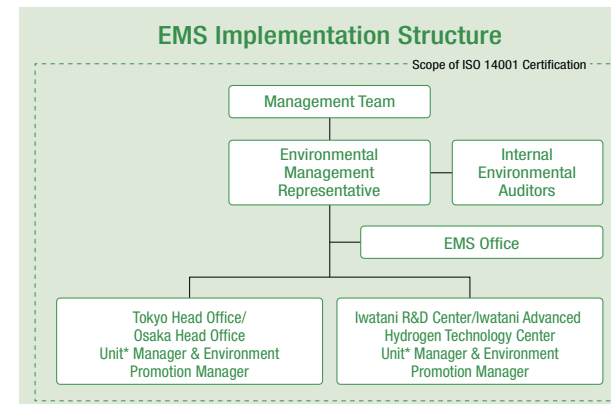
1 Apr, 2020

Iwatani Corporation
Kiroaki Majima
 President

Iwatani

Environmental Management System (EMS)

Iwatani has earned ISO 14001 certification for its head offices in Tokyo and Osaka, the Iwatani R&D Center, and the Iwatani Advanced Hydrogen Technology Center. These facilities account for more than 60% of all Iwatani personnel. While block branches and branch offices fall outside the scope of this certification, they operate in compliance with ISO 14001 under the guidance of the head office product divisions in charge.



*Unit refers to the smallest unit that operates our EMS, specifically, a division, office, or department.

- To raise employee awareness of environmental issues, in addition to the environmental training held at the beginning of each fiscal year, we provide environmental training as part of the training for newly hired employees and managers and in e-learning programs.
- Internal environmental audits were performed twice in FY2023 (in September 2023 and February 2024). We also underwent periodic review by the High Pressure Gas Safety Institute of Japan in November 2023; our operational status was rated "fine."

Environmental Goals

1	<p>Promoting activities to realize a sustainable society</p> <ul style="list-style-type: none"> ① Business expansion to realize a hydrogen energy-based society ② Expanding the development and promotion of low-/zero-carbon solutions ③ Enhancing efforts to achieve a resource-circulating society
2	<p>Promoting reductions in the Iwatani Group's CO₂ emissions</p> <ul style="list-style-type: none"> ① Promoting decarbonization initiatives ② Promoting logistics efficiency improvements and decarbonization ③ Reducing our environmental impact through use of digital technologies and business efficiency improvements
3	<p>Thorough compliance</p> <ul style="list-style-type: none"> ① Complying with environmental laws and regulations

- Under our EMS, we set annual environmental goals for each unit.
- Unit environmental goals were largely achieved in FY2023.
- Thanks to the EMS, once again in FY2023 there were no violations of environmental laws or regulations (including the Waste Management and Public Cleansing Act, Act on the Rational Use of Energy, and Poisonous and Deleterious Substances Control Act).
- In FY2024 also, we've set and are making progress toward environmental goals for each unit.
- In setting environmental goals for each unit in FY2024, we recommend setting goals that indicate the relationship between each unit's businesses and contributions to CO₂ emissions reductions as clearly as possible.

Human Resource Strategy

Related Key Issues (Materiality)



Develop an environment and systems in which diverse human resources can thrive

Basic Policy

Realizing a virtuous circle of organizational growth through recruitment, development, and active participation of our people

The source of sustained value creation is human resources. Our goal is to be an organization in which each and every employee can thrive and grow. To do so, we will hire diverse human resources, including international human resources, those with IT skills, and those with external experience, regardless of gender, and build an environment that accepts and accommodates their values and allows them to demonstrate their individual abilities to the fullest. We support the autonomous career development of our employees to maximize their abilities, while strengthen employee satisfaction and motivation by realizing flexible work styles. Through this cycle of overall organizational growth based on securing, training, and utilizing human resources, we will continue to deliver value to the world by growing our businesses and putting our strategies into practice.

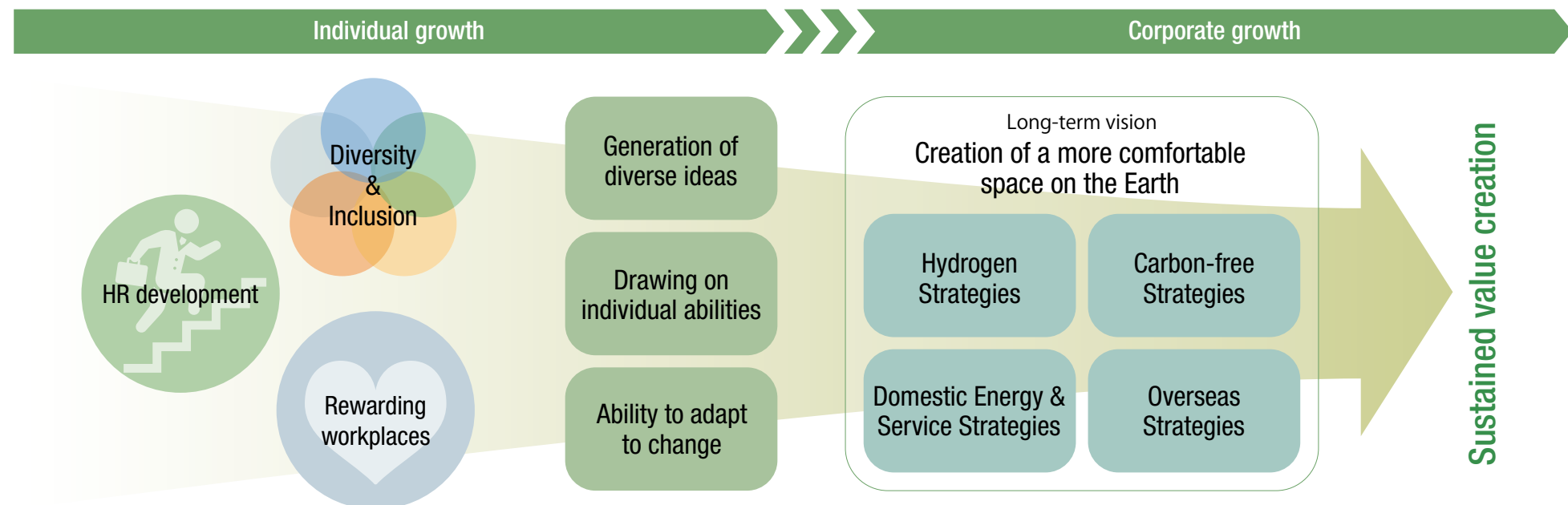
Targets and Progress

Targets of the Non-financial Strategies (Human Resource Strategy)

Items	Indicators	FY2022 results	FY2023 results	FY2027 targets
Diversity & Inclusion	Ratio of female managers	6.0%	6.9%	10% or higher
HR Development	Annual training costs per employee	¥86 thousand	¥118 thousand	¥150 thousand
Rewarding Workplaces	Percentage of childcare leave taken by male employees	30.6%	55.9%	100%

* Figures shown are for Iwatani on a nonconsolidated basis.

From individual growth to organization-wide growth



Human Resource Strategy

Related Key Issues (Materiality)



Initiatives

Diversity and inclusion initiatives

Diversity management that draws out the full capabilities of diverse employees will enable Iwatani to continue meeting societal needs. Accordingly, we are pursuing various initiatives to promote diversity and inclusion, under the slogan “Toward an organization of acceptance and mutual respect of diverse values.”

Promoting women in the workplace

Through proactive hiring of women, support for balancing work and life events, and broader choices of work styles, we are enhancing efforts to promote the role of women in the workplace. As of March 31, 2024, women made up 6.9% of managers, and we are implementing a wide range of initiatives including measures targeting younger and midlevel staff to increase the percentage of women in management. In addition, under our Plan of Action for a General Employer we are making progress on building workplaces in which women can demonstrate their individuality and capabilities to the fullest.

Employment and promotion of people with disabilities

We are proactively hiring employees with disabilities through both new graduate and midcareer hiring programs. As of March 2024, those with disabilities accounted for 2.62% of employees—a level higher than the percentage required by law. We are also making progress on improving working environments and providing various kinds of support to enable employees with disabilities to demonstrate their capabilities to the maximum.

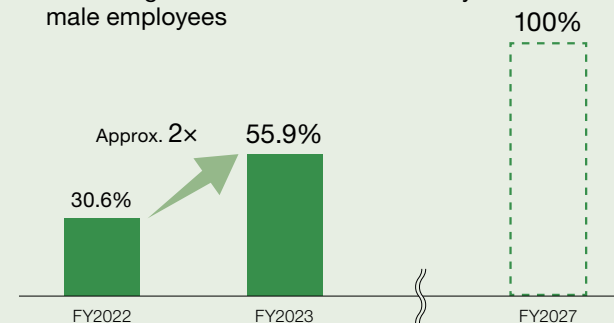
Efforts to increase the percentage of childcare leave taken by male employees

PLAN27 sets a goal of 100% of eligible male employees taking childcare leave. As amended in 2021, the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members requires companies to maintain employment environments in which employees can easily take childcare leave. The establishment of a childbirth leave program for fathers in 2022 was another step forward in developing a social environment conducive to childcare leave. Iwatani is making active efforts to maintain environments in which employees can readily take childcare leave and to foster an organizational culture in which supervisors and others within the workplace understand and support employees who wish to take childcare leave. Through regular seminars for managers and other efforts, awareness of male participation in childcare is growing. The percentage of eligible male employees taking childcare leave has jumped sharply—from 30.6% in FY2022 to 55.9% in FY2023. Ways of participating in childcare vary with employee workplace and home environments. We will strive to enhance these programs to make it even easier to take childcare leave.

Employee engagement survey

Key factors that create a corporate competitive advantage include not just the products and services a company provides, but the people who provide them. What’s more, the business environment and the workstyles demanded by employees are changing in Japan due to various qualitative changes within the workforce, including the effects of an aging population, low birth rates, and labor shortages, as well as increasingly diverse individual values. How a company leverages its human resources is critical. We believe that to survive amid increasingly harsh competition, we must differentiate ourselves from our competitors by making work even more rewarding for our employees. Against this backdrop, we are carrying out employee engagement surveys to make current conditions visible and to improve the workplace. Management and all employees will work together to implement various measures that reflect our conviction that a company is created by all of its personnel.

Percentage of childcare leave taken by male employees



Examples of efforts to increase the percentage of childcare leave taken by male employees

- Publishing childcare handbooks
- Fathers' childcare reports
 - Publishing reports on balancing work and childcare on the intranet
- Participating in joint events with other companies (to train managers to support childcare and to promote women's careers)



Childcare handbook, long-term care handbook



Fathers' childcare reports

Human Resource Strategy

Related Key Issues (Materiality)

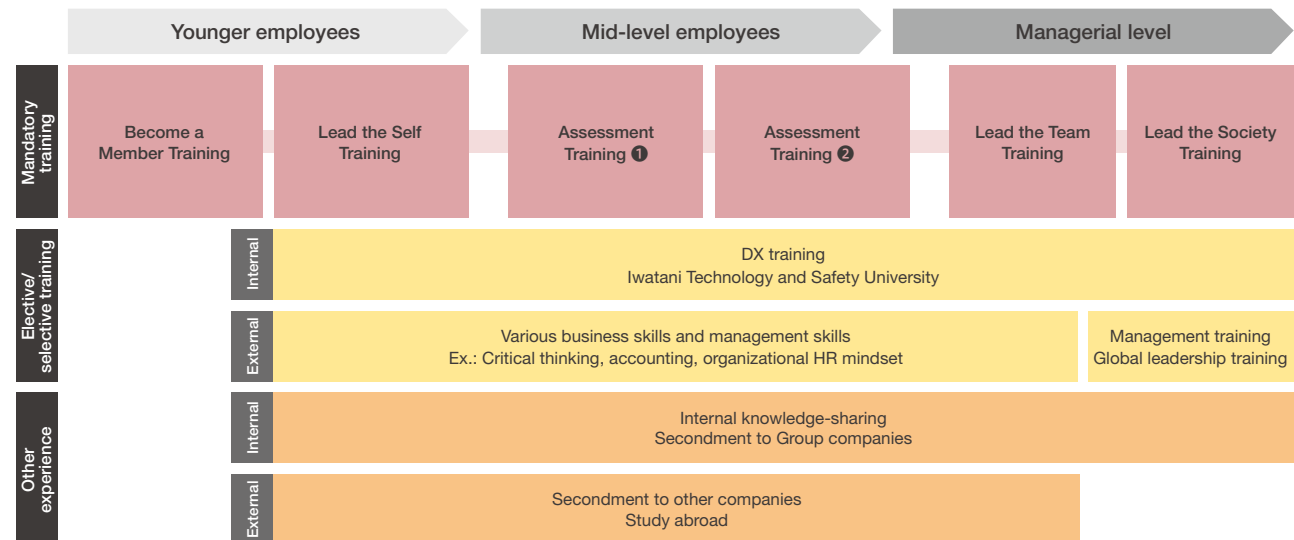


Initiatives

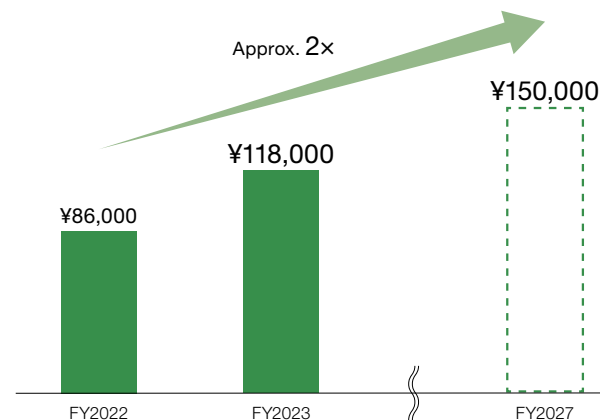
Developing human resources needed by society

To maintain our status as people needed by society, as called for in our Corporate Philosophy, Iwatani is supporting the autonomous career development of employees. Specifically, we're enhancing training programs by continuing to expand the current program of tiered training (for individual job qualification levels) and by providing opportunities for individual employees to master business skills through seeking personalized external training. In FY2023, we launched a training program to develop human resources skilled in digital transformation (DX). The program is intended to reform the organization to make it better able to adapt to changing external conditions and to create competitive businesses using advanced digital technologies like AI. Managers are undergoing training to better fulfill their responsibilities for drafting their own organizations' DX strategies. Training is provided for other personnel to enable the human resources who use digital technologies to master basic digital skills and to help those tasked with planning and promoting DX to create new business models. In the initial fiscal year of the program, some 900 individuals completed the training for those who use digital technologies, while 20 completed the training for those planning and promoting DX. We plan to develop 1,200 human resources to use digital technologies and 140 to plan and promote DX by 2027. Additionally, we are seconding personnel to other companies to gain experience that will empower them to create and implement new ideas and business models free of the constraints imposed by internal frameworks. We plan to complete a new training center on Kobe's Port Island in October 2024 as we continue to enhance our systems and environments for training and developing the human resources needed by society.

Concepts of the training system to encourage autonomous career development



Annual training costs per employee



Lead the Team Training

Supply Chain Management and Human Rights

Businesses face growing demands to fulfill their social responsibilities by improving their safety and human rights initiatives—not just in their own activities, but throughout the supply chain, including suppliers. Iwatani's Human Rights Policy calls for respect for human rights as an essential element of doing business. We will promote efforts to protect human rights while building sustainable supply chains.

Supply Chain Management

Iwatani Group Supply Chain Conduct Policy

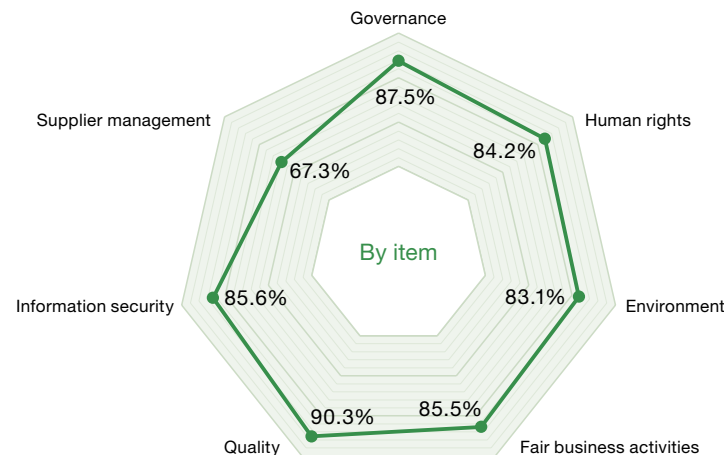
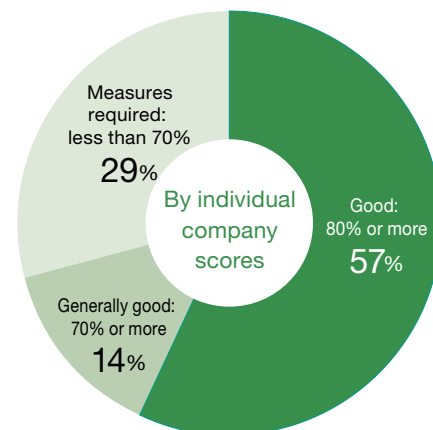
▶ Conduct Policy 

Based on our corporate philosophy—become a person needed by society, as those needed by society can prosper—we provide a wide range of products and services for everyday life and for industry, including energy, industrial gases, and materials. To remain a company needed by society, we will communicate the Iwatani Group Supply Chain Conduct Policy to our suppliers and to other business partners, thereby establishing and maintaining sustainable supply chains.

CSR procurement surveys of the supply chain

We've carried out CSR supply chain procurement surveys since FY2023. That year, we surveyed 270 suppliers, accounting for about 95% of supply transactions by value, and received responses from 214 suppliers. Survey results identified no suppliers who presented major concerns. We will continue to share our policies with our suppliers through this survey and in other ways and encourage the improvements needed to reduce risks, thereby building sustainable supply chains.

■ FY2023 survey results



Human Rights

Iwatani Group Human Rights Policy

▶ Human Rights Policy 

Iwatani Code of Corporate Ethics calls for all “to respect human rights, and refrain from any form of discrimination and harassment.” We are focusing on enhancing programs and training to develop an environment in which each and every employee can work in confidence while demonstrating their individual abilities to the fullest. Based on our support for international human rights standards, we have also established the Iwatani Group Human Rights Policy to promote human rights initiatives both within the Iwatani Group and externally.

Human rights due diligence

We're implementing due diligence for regions, products, and materials recognized to pose high risk, including human rights risks. We will continue to raise supplier awareness of the Iwatani Group's Human Rights Policy responding to supplier demands.

Establishing rules on human rights measures in internal new product development requirements

As an individual committee under the umbrella of the Risk Management Committee, which manages risk Groupwide, the Products Safety & Brand Management Committee is intended to maintain the overall Iwatani brand image and to maintain and increase its brand value while reviewing the aspects of quality, safety, and compliance of the products we supply. We're enhancing our structure for checking human rights risks throughout the supply chain by incorporating human rights measures into this committee's regulations.

Health and Productivity Management and Occupational Health and Safety

We regard our human resources to be the source of value creation generated by business expansion and strategy implementation. To maintain and improve employee health, an essential aspect of making the most of our human resources, we establish and maintain safe working environments and help employees maintain their health.

Health and Productivity Management Declaration

In 2022, we announced our Health and Productivity Management Declaration to demonstrate our stance on health and productivity management initiatives to our stakeholders. We will continue to promote initiatives to protect the safety and health of our employees and their families based on the following declaration.

Health and Productivity Management Declaration

Since its founding in 1930, Iwatani Corporation has done business in line with its corporate philosophy: "Become a person needed by society, as those needed by society can prosper." As always, our goal is to achieve sustained growth and strengthen corporate value by meeting key needs in our society.

To achieve these goals, it is essential that our all employees have the mental and physical well-being. Based on the conviction that our employees are our most important asset, we strive to create safe working environments and promote the health of our employees and their families.

We remain committed to creating new value and contributing to society by making it possible for all our employees to do their best in healthy and harmonious workplaces.

Kiroshi Majima

President

Initiatives

Measures to support the health of employees and their families

To support employee health management, we provide annual health checkups for employees 34 and younger and annual comprehensive medical checkups for those 35 and older. We also provide guidance by industrial physicians and health management staff based on the results of these checkups to encourage health management by individual employees. In addition, we support the health of employees' families through a subsidy program for health checkups for dependents aged 35 and older, as well as health checkups for dependents 40 and older, with a special focus on metabolic syndrome.

Stress checks and mental health initiatives

Based on the perspectives of stress management and mental health, we conduct annual stress checks. These are followed by population analysis to contribute to workplace environmental improvements, in cooperation with industrial physicians. Other initiatives intended to prevent mental health issues include setting up an external hotline and raising awareness through various opportunities, including training for new employees and tiered training.

Reducing long working hours

To maintain employee health and to enrich their work/life balance, we have introduced no-overtime days and a system that shuts down computers automatically as a tool for controlling working hours. We check on long hours through interviews in cooperation with industrial physicians as part of our efforts to maintain employee mental and physical health.

Promoting club activities and participation in sporting events

We support employee health and seek to stimulate employee interactions through support for internal recreational clubs. We contribute to community health promotion activities and sponsor athletic events, including the Osaka Marathon; the Princess Ekiden, the qualifying long-distance relay race for the All Japan Industrial Teams Women's Ekiden; and the KIX International Friendship Dragon Boat Festival at Kansai International Airport.



Technology Strategy

Related Key Issues (Materiality)



Promote innovation with the use of technologies and expertise



Hiroshi Fukushima

Senior Managing Officer,
Member of the Board
General Manager,
Technology & Engineering Division

To be a company needed by society based on our technological capabilities

Research has always been an Iwatani priority. Ten years ago, we opened the Iwatani R&D Center in Amagasaki, Hyogo Prefecture. Three years ago, we opened the Iwatani Advanced Hydrogen Technology Center, which specializes in hydrogen technologies. We intend to merge advanced technological capabilities drawn from work in the gas and energy fields by leading hydrogen technology as a top runner for realizing a carbon neutral society and by developing green LPG. Additionally, we design, build, and manage the supply facilities needed to deliver products like LPG and industrial gases to our customers. We recognize the need to improve our technological capabilities and quality assurance to earn the trust of our customers, whose demands continue to rise. IP plays an important role in making the best commercial use of our technological strengths. Last year, we established an IP strategy that clearly identifies essential technologies, centered on hydrogen. From this point forward, we intend to promote efforts to protect our IP while forming alliances with other firms.

Basic Policy

Enhancing the technological and safety capabilities needed to grow the Gas & Energy businesses

Key to growing our core Gas & Energy businesses and leveraging the strengths in hydrogen business is enhancing our technological and safety capabilities. Toward this end, we have identified technology strategies among our non-financial strategies. We are striving to demonstrate technical capabilities and engineering functions as our expertise; to enhance and pass down technical capabilities; and to improve our earnings abilities by leveraging intellectual property. By demonstrating our technological and safety capabilities, we will fulfill our everyday business operations more safely and efficiently and propose solutions well-suited to customer needs, thereby promoting the creation of new businesses and new value.



Technology Strategy

Related Key Issues (Materiality)



Initiatives

Employee development through the internal university, Iwatani Technology and Safety University

In October 2023, to apply the knowledge and capabilities in technology and safety fundamentals to advance our gas and energy businesses, we opened an internal university, the Iwatani Technology and Safety University. Classes are open to employees from various sections, including sales and administration in addition to gas and energy. In FY2023, 210 employees took courses with curricula intended to help them master advanced technologies suited to practical activities throughout the gas business. We plan to expand the program to include the entire Group while continuing to add more focused course content and raising employee awareness of the University. By introducing educational programs to improve the ability to formulate proposals and find solutions on the front lines, to pass along the knowhow accumulated to date, and to train employees qualified to grow and promote future businesses in the transition to a carbon-free society, we will develop systematic training programs that train human resources capable of underpinning Iwatani's strengths in safety and technology.



A course at the Iwatani R&D Center



Pipe assembly training

Promoting carbon neutrality at the Iwatani R&D Center

The Iwatani R&D Center has set the goal of eliminating its CO₂ emissions by FY2030. In 2023, it installed a 100 kW power generation facility linking 20 Panasonic (5 kW) pure hydrogen fuel cells, reducing CO₂ emissions by 40% vs. FY2019. Future efforts will include ① installing solar panels on exterior walls and elsewhere, including windows; ② switching some of the LPG used in the Center to green LPG; ③ using cold energy generated from liquid hydrogen used in fuel cells; and ④ recovering waste heat from fuel cells. It is conducting demonstration testing of technology for using heat exchangers to recover previously unused cold energy generated in the gasification of liquid hydrogen. Once realized, the technology could potentially be used to generate chilled water in the Center's air conditioning and for other experiments and applications. The Iwatani R&D Center will continue to pursue efforts to achieve carbon neutrality while providing the resulting technologies for use in society.



Pure hydrogen fuel cells (20 5 kW cells) adopted at the Iwatani R&D Center

Technology Strategy

Related Key Issues (Materiality)



Initiatives

Proposing mixed ammonia combustion demonstration equipment using Iwatani technologies

Efforts to achieve carbon neutrality by 2030 are of critical interest to manufacturers who currently operate industrial boilers powered by fossil fuels. Mixed combustion with ammonia is one solution drawing attention. Various companies are seeking to control CO₂ emissions by mixing ammonia with coal and other current fuels. Based on the technologies accumulated to date in related fields, we propose solutions to meet customer needs ranging from plant design to the development of mixed-combustion burners. In particular, we're applying the expertise amassed in securing a roughly 70% share of the domestic market for denitration ammonia in the power sector to ammonia storage, pipeline design, and the development of equipment for toxic ammonia removal. We will continue to support customers in their pursuit of carbon neutrality, including through efforts to develop 100% ammonia fueled turbines that emit zero CO₂ (see p. 24).



Liquefied ammonia tank for mixed combustion with ammonia

Mixed hydrogen combustion and oxygen-enriched combustion technologies to reduce both CO₂ and costs

The need to reduce CO₂ emissions represents a major challenge for industrial furnaces like boilers and drying furnaces. The mixed hydrogen burners we developed with Sunray Reinetsu Co., Ltd. are drawing attention from the industrial furnace industry as solutions that can control CO₂ emissions through mixed combustion of LPG and hydrogen. The first unit was delivered in March 2024. To accelerate sales of hydrogen mixed combustion burners, in May 2024 we installed a test furnace at the Iwatani R&D Center and began demonstrations in response to customer requests. We are also proceeding with demonstration testing of combining mixed hydrogen combustion featuring oxygen-enriched combustion. Oxygen enrichment improves combustion efficiency and can help cut costs at customer plants. We will contribute to solutions for the industrial furnace industry by establishing technologies for mixed hydrogen combustion and oxygen-enriched combustion capable of simultaneously reducing CO₂ emissions and costs.



Mixed hydrogen combustion and oxygen-enriched combustion equipment at the Iwatani R&D Center

Safety and Security Initiatives

As an enterprise engaged in business along the axes of gas and energy, Iwatani recognizes the importance of safe supply of LPG and industrial gases to customers, ensuring that they can use them with peace of mind. We consider safety itself to be the core of our business operations, and we focus on safety initiatives accordingly.

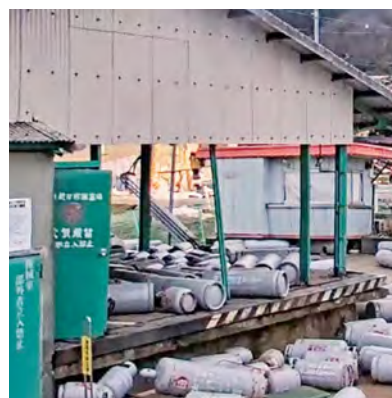
Initiatives

Gas Center Security System for integrated online management of operations

The gas center security system enables integrated management of operations at Iwatani Group gas centers and other facilities by linking them online. It has currently been adopted at 124 centers. During the January 1, 2024 Noto Peninsula Earthquake, containers at an LPG center in Wajima City toppled over, and buildings slid. We used cameras and sensors installed at the center to check in real time for any damage to tanks and buildings and for gas leaks, making it possible to begin recovery activities just 20 minutes after the quake. Each LPG center is prepared for increasingly severe natural disasters, based on access to information from the Japan Meteorological Agency on torrential downpours, heavy snowfall, high waves, other threats, and seismometers. In June 2023, we adopted as standard practice tablet entry of results of thrice-daily inspections of LPG centers for pressure and gas leaks. This contributes to greater safety and response capabilities through means including enabling immediate correction of or response to input errors or abnormalities, since the system sounds an alert and displays response methods when a figure has been entered that exceeds standard values.



Checking damage by camera using the gas center security system



A camera image from the Noto Peninsula Earthquake

More precise facility inspections through digitalization to build a Groupwide general security system

Digitalization is underway to build a system capable of replacing existing security systems with preventive maintenance measures capable of responding to any signs of failure or problems by constantly monitoring machinery and equipment, in addition to gathering information in real time from LPG centers and industrial gas centers. This is intended to help improve security and safety capabilities while addressing labor shortages through automated and more efficient inspection and operations, as well as to prevent accidents, problems, and lost opportunities. Iwatani plans to build a Groupwide general security system by 2030. As part of this effort, digitalization of everyday inspections is currently underway. Plans call for the centralization and analysis of inspection records and data on operations, implementing appropriate maintenance before any abnormalities occur, and building systems for even safer and more reliable delivery of gas to customers. Additionally, we will build a security system to digitalize and computerize the advanced security management techniques amassed to date and to pass these on to future generations.



Plant equipment maintenance using a tablet



Computerized management of equipment at all plants

Social Contribution Activities

Iwatani contributes to society through various activities such as support for cultural activities, technological assistance, and disaster relief.

Support for Cultural Activities

Special supporting corporate member of the NHK Symphony Orchestra and sponsor of the Music Competition of Japan

Iwatani has worked with the NHK Symphony Orchestra, which performs around the world, as a special supporting corporate member since 1987. This reflects our support for the Orchestra's stated purpose, "To augment Japan's music and artistic standards through symphonic music performances and to achieve its social and cultural mission." We help provide communities with opportunities to experience classical music by sponsoring the NHK Symphony Orchestra summer concert series every year. Since 2011, we've sponsored the Music Competition of Japan. The music competition with the longest history in Japan, this competition was launched in 1932 for young musicians. We have established the Iwatani Prize category of the Competition.



Technology Promotion

Technology promotion through the Iwatani Naoji Foundation

With the goal of improving the lives of the public and promoting international mutual understanding through sustained progress in science and technology, the Iwatani Naoji Foundation encourages and provides subsidies for research and development, supports international exchange, and undertakes human resource development activities. It provides financial support for outstanding research and development on energy and the environment, awards to honor outstanding achievements in research and development on energy and the environment, and financial support to self-financed graduate students from East Asia and Southeast Asia enrolled in programs in the natural sciences.

Support for Sports Activities

Activities of the Athletics Club

Established in April 2017, the Iwatani Athletics Club has welcomed head coach Hisakazu Hirose, who has trained numerous long-distance runners over the years, and Athens Olympic gold medalist Mizuki Noguchi as a Club advisor. In 2023, the Club's outstanding achievements included winning the Princess Ekiden, the qualifying round for the All Japan Industrial Teams Women's Ekiden (Queen's Ekiden), for the first time and taking eighth place in the Queen's Ekiden. In July 2024, team member Ayano Shiomi recorded the fifth fastest time in Japanese running history in the 800-meter event of the Hokuren Distance Challenge Fifth Chitose Tournament. The Club's activities reflect its cornerstone interests in contributing to society and communities through athletic activities and the training of some of Japan's leading athletes.



Sponsoring the Japan International Birdman Rally

Since 2010, as a program to commemorate our 80th anniversary, we've sponsored and supported the operation of the Japan International Birdman Rally organized by Yomiuri Telecasting Corporation. This support reflects our belief that the concept underlying this contest (to see which human-powered aircraft can fly the farthest) aligns with our ambitions to realize a society based on clean energy. From this year, the Iwatani Clean Energy Team participates in the glider section of the rally, in which all team members, including employees of Group companies, work together to set new records through efforts ranging from design to building and flying the glider.



Social Contribution Activities

Educational Initiatives

Hydrogen Awareness-Raising Activities

Our responsibilities include pioneering the future and passing on technologies for a new era to the next generation. We organize presentations on hydrogen energy across Japan and give demonstrations using water electrolysis and miniature fuel cell vehicles. Through these and various other activities, including “The Power of Hydrogen, Contributing to Our Way of Life,” a permanent exhibit at the OSTEC Exhibition Hall in Osaka, we give children first-hand experiences with clean hydrogen energy, inspire interest in hydrogen energy, and strengthen the public’s understanding of hydrogen.



All Japan Elementary School Essay Contest

Iwatani has sponsored the All Japan Elementary School Essay Contest since 2010, reflecting our corporate slogan: Creation of a more comfortable space on the Earth is what Iwatani wishes and strives for. The contest is open to elementary school children from across Japan. In 2023, its 14th year, the contest attracted 5,384 entries from 625 schools. We will continue helping to raise the level of children’s interest in energy and the environment through this contest.



Disaster Relief

MaruiGas Disaster Relief Corps

The MaruiGas Disaster Relief Corps is a nationwide disaster relief organization established jointly with some 1,400 MaruiGas distributors. The membership of this organization—the only one of its kind established by a private sector energy firm—includes some 3,600 registered qualified LPG technicians. It maintains a structure capable of swift mobilization in response to disasters. The MaruiGas Disaster Relief Corps was expedited to the scene after the January 1, 2024 Noto Peninsula Earthquake to inspect LPG facilities and restore service.



LP Gas Emergency Relief Program Aids Disaster-Affected Areas

In 2009, Iwatani and Saudi Arabia’s national oil company Saudi Aramco established the Saudi Aramco-Iwatani Emergency LP Gas Relief Program, which provides free portable gas stoves and cassette gas canisters to locations affected by major natural disasters, as relief supplies. This fund has been mobilized nine times through now, in response to requests from local governments and companies in affected areas. Most recently, it was mobilized in response to the January 2024 Noto Peninsula Earthquake to deliver portable gas stoves, cassette gas canisters, and Natural Mineral Water from Mt. Fuji.



Corporate Governance

Related Key Issues (Materiality)



Develop more transparent governance

Based on its corporate philosophy, "Become a person needed by society, as those needed by society can prosper," Iwatani strives to reinforce corporate governance by enhancing management soundness, transparency, and efficiency.

Basic Policy

1. We will create an environment that allows shareholders to exercise their rights properly and will endeavor to ensure equality among shareholders.
2. We will respect the rights and positions of employees, customers, business partners, creditors, local communities and other stakeholders and endeavor to collaborate with them properly.
3. We will make appropriate disclosure in accordance with legislation. For the purpose of ensuring transparency, we will endeavor to offer information other than the information to be disclosed pursuant to the legislation.
4. We will make impartial, transparent and swift decisions in an effort to ensure that the Board of Directors will properly fulfill its functions and duties.
5. We will endeavor to hold constructive dialogs with shareholders for continuous growth and increase in corporate value.

Business Execution and Oversight System

Board of Directors

Responsible for Iwatani's business decision-making and oversight, the Board of Directors consists of 13 members (including five Outside Members of the Board). Together with swift, appropriate decision-making and oversight based on comprehensive and active deliberation in the Board of Directors, the Outside Members of the Board strengthen the functions of the Board by enhancing and improving the transparency of decision-making and the effectiveness of oversight from standpoints independent of company management

▶ Corporate Governance Report 

and based on extensive experience and knowledge of corporate governance.

Executive officer system

Iwatani strives to stimulate the activities of the Board of Directors by introducing the posts of executive officers to speed up decision-making and delegate authority. In accordance with management policies decided on by the Board of Directors, executive officers are delegated authority by the representative member of the Board to devote themselves to business execution in compliance with relevant instructions and orders. Through adopting this system, we are promoting more efficient management by enhancing decision-making on corporate strategies and oversight functions by the Board of Directors.

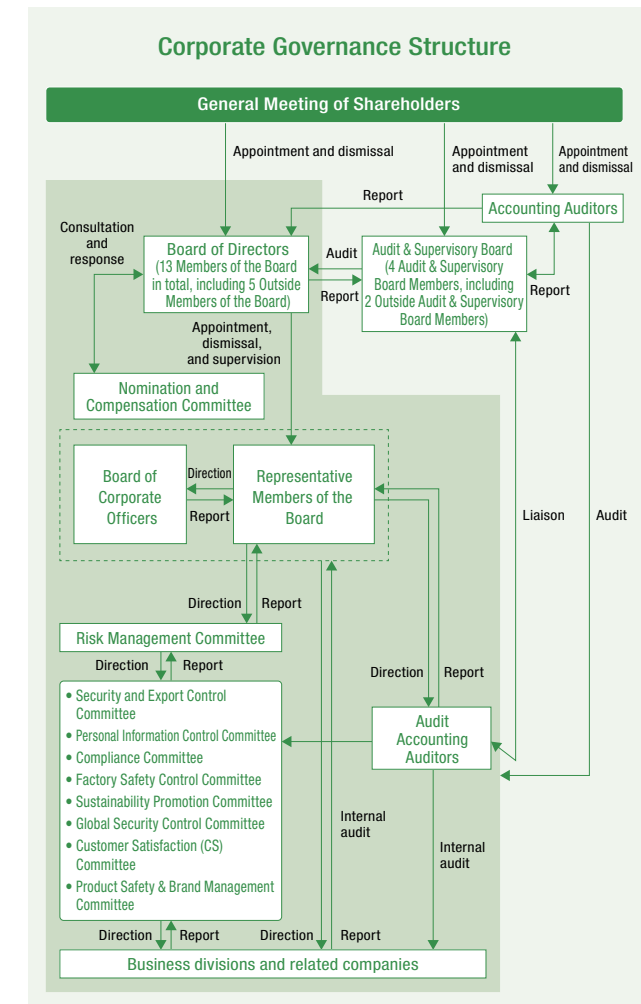
Board of Corporate Officers

Once a month, Iwatani's Board of Corporate Officers, whose membership consists of full-time Members of the Board, executive officers, and full-time corporate auditors, meets to share information and facilitate communication in addition to deliberating on important matters related to business execution.

Nomination and Compensation Committee

Iwatani has established a voluntary Nomination and Compensation Committee as an advisory body to the Board of Directors. This body consists of three or more Members of the Board, a majority of whom, including the chair, are Outside Members of the Board. The goal is to enhance fairness, transparency, and objectivity in procedures related to decision-making on the appointment, dismissal, and compensation of Members of the Board and auditors and to strengthen corporate governance based on this Committee's response to the Board's consultation.

▶ Corporate Officers 



Corporate Governance

Related Key Issues (Materiality)



Develop more transparent governance

Audit System

Iwatani has adopted a company structure with an Audit & Supervisory Board. The Audit & Supervisory Board consists of four members (including two Outside Audit & Supervisory Board Members). Full-time Audit & Supervisory Board Members attend meetings of the Board of Directors and the Board of Corporate Officers and other important meetings, and Outside Audit & Supervisory Board Members attend Board of Directors meetings to ensure full oversight of the execution of duties by Members of the Board. Audit & Supervisory Board Members are appointed with a focus on matters such as their specialized knowledge of finance, accounting, and law and their knowledge and experience related to our businesses. Outside Audit & Supervisory Board Members in particular are appointed based on the requirements for independent officers identified by financial instruments exchanges. In this way, Our audit system is based on multifaceted perspectives.

The Audit Department has been established to conduct internal audits. Its periodic internal audits, implemented in close cooperation and communication with Audit & Supervisory Board Members consider whether the business activities throughout the Company are being performed appropriately and efficiently.

Risk Management System

The Iwatani Group has established a Risk Management Committee to ensure integrated management of risks across all Group companies. Specialized individual committees set up beneath the Risk Management Committee address main anticipated risks such as compliance risks and plant safety risks, to enable comprehensive responses to corporate risks, both apparent and potential. The Risk Management Committee holds regular meetings overseen by the chairperson, reports to management, and strives to manage risks groupwide, including risks related to compliance with applicable laws and regulations. Special individual committees meet regularly to monitor the status of compliance and efforts related to the risks. The individual chairpersons of these committees report on the content of their meetings to the Risk Management Committee.

Evaluating the Efficacy of the Board of Directors

In March 2024, we surveyed all 13 Directors and four Audit & Supervisory Board Members about the efficacy of the Board of Directors. The findings were analyzed, assessed, and reported to a meeting of the Board in June 2024. We used a survey format prepared by an external agency, which assessed the following items on a five-point scale:

- ① Board of Directors composition and operation
- ② Management strategy and business strategy
- ③ Business ethics ④ Risk and crisis management
- ⑤ Monitoring of business results, management team evaluation and compensation
- ⑥ Dialogue with shareholders and others

The results indicate the Board remains effective, with generally positive evaluations for all items. We will strive to make the Board of Directors still more effective through periodic analyses and evaluations, further enhancements in officer training, steps to confirm the effective use of management resources based on a keen awareness of capital costs, and sharing of viewpoints with investors and shareholders.

Executive Remuneration

Iwatani's executive remuneration consists of fixed remuneration, bonuses (performance-linked compensation), and share-based compensation. An annual maximum of 1.8 billion yen (including up to 200 million yen to Outside Member of the Board) in fixed compensation and bonuses for Directors was approved by the Board of Directors in the meeting held June 21, 2023. (This excludes compensation for Directors serving concurrently in employee posts.) An annual maximum of 300 million yen in compensation for Audit & Supervisory Board Members was approved by the general meeting of shareholders held June 26, 2012. Iwatani has established the Nomination and Compensation Committee, a majority of whose membership consists of Outside Member of the Board, to ensure the fairness, transparency, and objectivity of procedures related to Director compensation. Total compensation must conform to the above limits. Of these, decisions on fixed compensation and bonuses for individual Directors are delegated by the Board of Directors to the Representative Director, Chairman and CEO, with the Nomination and Compensation Committee serving in an advisory role.

Decisions concerning compensation for Audit & Supervisory Board Members are made through consultations among Audit & Supervisory Board Members. As share-based compensation, the June 19, 2019 general meeting of shareholders approved the adoption of compensation in the form of transfer-restricted shares. The Board of Directors makes decisions on the specific timing and numbers of shares allocated up to the authorized maximum limit (260 million yen annually); the Nomination and Compensation Committee fulfills an advisory role in this decision-making process.

Compliance

Iwatani acts with uncompromising respect for the letter and the spirit of applicable laws and regulations and fulfills its social responsibilities based on free and fair competition. In 1998, to prevent corporate misconduct, we established the Iwatani Code of Corporate Ethics as a set of norms to be observed in all aspects of our business activities, setting forth the management philosophy, morality, and values to be understood and accepted by all management team members and employees. We seek to promote awareness and understanding of this code throughout the Company and Group companies and to strengthen awareness of compliance matters groupwide.

Compliance Committee

The Compliance Committee is set up under the Risk Management Committee to comprehensively promote legal and regulatory compliance by enforcing and enhancing compliance structures in Iwatani Group business activities. It reports on compliance to the Risk Management Committee via the Compliance Committee chairperson and to the management team via the Risk Management Committee chairperson. We have also established a whistleblowing program to enhance compliance through the rapid discovery and rectification of improper actions. We have established a structure whereby reports from employees and others concerning organizational or individual actions in violation of laws or regulations can be addressed properly. Under this system, the Compliance Committee investigates the facts of the matters reported and, as necessary, takes swift corrective and preventive action. Contact points for whistleblowing reports from employees and others have been set up both inside and outside the Company. Response is based on advice from independent experts. Rules prohibiting retributive and disadvantageous treatment safeguard the rights of whistleblowers.

Messages from Outside Member of the Board

Related Key Issues
(Materiality)



The following messages are from Outside Member of the Board responsible for Iwatani's governance:



Shosuke Mori

Outside Member of the Board
Member, Nomination and
Compensation Committee

Iwatani does business across a wide range of fields, centered on gas and energy. It has recorded record-high profits for nine consecutive years. I see this as the result of how each section strives daily to achieve its business plans and how each and every employee works with motivation and a positive and energetic attitude. It's vital for any business to provide an environment in which employees can feel motivated and rewarded in their work. Additionally, Iwatani is fulfilling its corporate social responsibilities by contributing to social progress and helping to promote national energy policies.

As an Outside Member of the Board, I'm proud to contribute to Iwatani's future through active communication and advising at Board of Directors meetings and other opportunities I come across. I'm committed to continue working with all our stakeholders to build a sustainable future.



Hiroshi Sato

Outside Member of the Board
Member, Nomination and
Compensation Committee

A trait that makes the Iwatani Group so attractive is that we have a future-oriented hydrogen business on top of our business foundations in LPG and other fields. The current PLAN27 medium-term management plan sets forth a hydrogen strategy and calls for efforts in various fields across the supply chain. Nevertheless, there are limits to what can be accomplished using Company resources alone. We must build broad-ranging alliances with other firms while reaching a better understanding of the fields in which Iwatani can leverage its strengths while also keeping an eye on the changing business environment. I believe that the industrial gases, LPG, gas cartridge, and other fields in which the Group has manufacturing plants in Japan and around the world will play essential roles in its future growth. I hope to contribute to the Group's hydrogen business and future growth through tours of and discussions with business sites and efforts to improve quality and productivity in these gas businesses even further.



Yuki Saito

Outside Member of the Board
Member, Nomination and
Compensation Committee

Since my appointment as an Outside Member of the Board, in addition to the business briefings provided by the business sections, I have had the opportunity to tour our plants. Seeing sites like the LPG import and filling facilities in person has given me a more concrete image of Iwatani's businesses and deepened my understanding of the Company. In the deliberations of the Board, I often recall my experience of seeing up close both the scale of the facilities and the work done on site and the clear impression this formed on the need for safety.

Corporate scandals and improprieties appear to have grown more common in recent years. It's of the utmost importance to establish systems that prevent and routinely look for such incidents to keep Iwatani entirely free of such incidents. I believe it's both necessary and important to ensure that an awareness of compliance matters reaches and spreads throughout our front lines. As an Outside Member of the Board, in addition to supporting these efforts, I will enhance corporate governance by expressing my opinions and making recommendations from diverse perspectives in Board of Directors meetings and other opportunities, thereby contributing to Iwatani's continuing growth and corporate value.

Executive Officers

(As of June 19, 2024)

1 Akiji Makino

Chairman and CEO



Shares held

70.6 K shares

Career history, status, responsibilities

March 1965 Joined the Company
 June 1988 Member of the Board
 June 1990 Executive Director
 June 1994 Senior Executive Director
 April 1996 President, Iwatani Industrial Gases Corporation
 June 1996 Retired from Member of the Board
 June 1998 Member of the Board, Executive Vice President, the Company
 April 2000 President
 June 2004 Executive Officer
 June 2012 Chairman and CEO (current position)

2 Toshio Watanabe

Vice Chairman



Shares held

48.5 K shares

Career history, status, responsibilities

March 1968 Joined the Company
 April 1996 General Manager, Related Businesses Department
 General Manager, General Affairs & Personnel Department
 June 1996 Member of the Board
 April 2000 Executive Director
 April 2001 Senior Executive Director
 April 2003 Member of the Board, Executive Vice President
 June 2004 Executive Officer
 June 2006 Representative Executive Vice President
 June 2012 Vice Chairman (current position)

3 Hiroshi Majima

President



Shares held

22.3 K shares

Career history, status, responsibilities

April 1981 Joined the Company
 June 2010 Executive Officer
 April 2011 Managing Officer
 April 2012 General Manager, Electronics & Machinery Division
 June 2012 Member of the Board
 June 2012 Executive Officer
 April 2014 Executive Director
 April 2017 Senior Executive Director
 April 2019 Member of the Board, Vice President
 April 2020 President (current position)

4 Hirozumi Hirota

Vice President, Member of the Board



Shares held

15.5 K shares

Career history, status, responsibilities

March 1980 Joined the Company
 June 2007 Executive Officer
 June 2009 Member of the Board
 April 2011 Executive Director
 April 2013 Senior Executive Director
 June 2017 Retired from Member of the Board, the Company
 Chairman, Iwatani Logistics Corporation
 Chairman, Iwatani Liquefied Gas Terminal Co., Ltd.
 January 2021 Senior Managing Officer, the Company; General Manager, Energy Division;
 Daily Commodity Division, Cartridge Gas Division
 April 2021 General Manager, Integrated Energy Business Group; General Manager,
 Energy Division
 June 2022 Member of the Board, Senior Managing Officer
 General Manager, Integrated Energy Business Group; General Manager,
 Energy Division; General Manager, Daily Commodity Division
 April 2024 Vice President, Member of the Board (current position)
 Responsible for sales (current position)
 Marketing Department (current position)
 Chairperson, Risk Management Committee (current position)
 June 2024 Presidential Task Office (current position)

5 Itaru Ookawa

Senior Managing Officer, Member of the Board



Shares held

17.0 K shares

Career history, status, responsibilities

April 1985 Joined The Sanwa Bank, Limited. (currently MUFG Bank, Ltd.)
 June 2014 Joined the Company
 April 2015 General Manager, Accounting Department
 June 2015 Executive Officer
 April 2016 Managing Officer
 June 2017 Member of the Board
 Executive Officer
 April 2019 Member of the Board, Managing Officer
 Information Technology Planning Department; Accounting Department
 (current position)
 April 2020 Member of the Board, Senior Managing Officer (current position)
 Legal Department (current position)
 June 2022 Logistics Department; Business Administration Department (current
 position)

Executive Officers

6 Manabu Tsuyoshi Senior Managing Officer, Member of the Board

Career history, status, responsibilities

April 1989	Joined the Company
June 2017	Executive Officer
April 2018	Managing Officer
April 2019	General Manager, Hydrogen Division (current position)
June 2020	Member of the Board, Managing Officer
April 2022	Member of the Board, Senior Managing Officer (current position)



Shares held
10.0 K shares

7 Hiroshi Fukushima Senior Managing Officer, Member of the Board

Career history, status, responsibilities

April 1987	Joined the Ministry of International Trade and Industry (currently the Ministry of Economy, Trade and Industry)
June 2013	Director for Technology Affairs and Advanced Capacity Building Strategy, Minister's Secretariat
July 2015	Deputy Director-General, Manufacturing Industries Bureau
June 2016	Director-General for Commerce and Distribution Policy (Industrial Safety)
July 2017	Director-General for Technology Policy Coordination and Industrial and Product Safety, Minister's Secretariat
November 2019	Joined the Company, Managing Officer
December 2019	Safety & Environment, Hydrogen Energy
April 2020	Senior Managing Officer Responsible for Energy Division and Industrial Gases Division (current position); Safety & Environment, Hydrogen Energy
April 2022	General Manager, Technology & Engineering Division (current position), Iwatani R&D Center, Iwatani Advanced Hydrogen Technology Center (current position)
June 2022	Member of the Board, Senior Managing Officer (current position)
April 2023	Sustainability Management Department; Security (current position)



Shares held
4.3 K shares

8 Kenji Takayama Senior Managing Officer, Member of the Board

Career history, status, responsibilities

April 1990	Joined the Company
April 2020	Executive Officer General Manager, Human Resources & General Affairs Department
April 2022	Managing Officer General Manager, Corporate Planning & Coordination Department
October 2022	Information Technology Planning Department
April 2023	Senior Managing Officer (current position) New System Promotion Department (current position)
April 2024	Corporate Planning & Coordination Department (current position)
June 2024	Senior Managing Officer, Member of the Board (current position)



Shares held
5.2 K shares

9 Shinji Murai Outside Member of the Board

Career history, status, responsibilities

April 1973	Assistant Professor, School of Engineering, Osaka University
August 1987	Professor, School of Engineering, Osaka University
August 1999	Professor, School of Engineering, Osaka University; Dean, School of Engineering, Osaka University; Dean, Graduate School of Engineering, Osaka University
March 2002	Professor Emeritus, Osaka University (current position)
July 2003	Senior Fellow, Japan Science and Technology Agency Center for Research and Development Strategy
April 2005	Executive Director, Nara Institute of Science and Technology
April 2006	Specially Appointed Fellow, Japan Science and Technology Agency Center for Research and Development Strategy
April 2009	Executive Director/Vice President, Nara Institute of Science and Technology
April 2013	Professor Emeritus and Specially Appointed Professor, Nara Institute of Science and Technology (current position)
April 2013	Senior Advisor, the Company, General Manager, Iwatani R&D Center
June 2016	Member of the Board, the Company (current position)



Shares held
6.3 K shares

10 Shosuke Mori Outside Member of the Board

Career history, status, responsibilities

April 1963	Joined The Kansai Electric Power Co., Inc.
June 1997	Member of the Board, The Kansai Electric Power Co., Inc.
June 1999	Executive Director, The Kansai Electric Power Co., Inc.
June 2001	Executive Vice President, The Kansai Electric Power Co., Inc.
June 2005	President and Representative Director, The Kansai Electric Power Co., Inc.
June 2010	Chairman and Representative Director, The Kansai Electric Power Co., Inc.
June 2019	Member of the Board, the Company (current position)



Shares held
3.1 K shares

11 Hiroshi Sato Outside Member of the Board

Career history, status, responsibilities

April 1970	Joined Kobe Steel, Ltd.
June 1996	Member of the Board, Kobe Steel, Ltd.
June 2003	Senior Executive Director, Kobe Steel, Ltd.
April 2004	Representative Executive Vice President, Kobe Steel, Ltd.
April 2009	President, Kobe Steel, Ltd.
April 2013	Chairman, Kobe Steel, Ltd.
April 2016	Member of the Board, Senior Advisor to the Board, Kobe Steel, Ltd.
June 2016	Senior Advisor to the Board, Kobe Steel, Ltd.
April 2018	Advisor, Kobe Steel, Ltd. (current position)
June 2021	Member of the Board, the Company (current position)



Shares held
2.6 K shares

Executive Officers

12 Hiroyuki Suzuki

Outside Member of the Board

Career history, status, responsibilities

August 1980 Joined Maruichi Steel Tube Ltd.
 June 1983 Member of the Board, Maruichi Steel Tube Ltd.
 June 1990 Executive Director, Maruichi Steel Tube Ltd.
 June 1997 Senior Executive Director, Maruichi Steel Tube Ltd.
 June 1999 Representative Executive Vice President, Maruichi Steel Tube Ltd.
 April 2003 President, Maruichi Steel Tube Ltd.
 June 2003 President and Executive Officer, Maruichi Steel Tube Ltd.
 June 2013 Chairman and CEO, Maruichi Steel Tube Ltd. (current position)
 June 2022 Member of the Board, the Company (current position)



Shares held

1.7 K shares

13 Yuki Saito

Outside Member of the Board

Career history, status, responsibilities

October 2006 Registered as an attorney
 Joined Sakura Law Office
 January 2012 Partner, Sakura Law Office (current position)
 October 2015 Part-time judge (domestic relations conciliator)
 June 2023 Member of the Board, the Company (current position)



Shares held

0.1 shares

Audit & Supervisory Board Members

1 Toyofumi Ohama

Audit & Supervisory Board Member
(Full-time)

Career history, status

March 1972 Joined the Company
 June 1996 Member of the Board
 June 1999 Retired from Member of the Board; Senior Associate Director
 April 2004 General Manager, Corporate Planning & Coordination Department;
 General Manager, Overseas Business Administration Department
 June 2004 Member of the Board
 April 2006 Executive Director
 June 2008 Audit & Supervisory Board Member (Full-time) (current position)



Shares held

22.3 K shares

3 Yoshinori Shinohara

Audit & Supervisory Board Member
(Outside)

Career history, status

February 1963 Registered as a Certified Public Accountant (current position)
 July 1969 Senior Partner, Yamato Accounting Office
 (subsequently merged into Asahi & Co.)
 May 1999 Deputy President, Asahi & Co. (presently KPMG AZSA LLC)
 June 2001 Senior Partner and Senior Advisor, Asahi & Co.
 August 2002 Representative Director, Shinohara Management and
 Economics Research Institute Co., Ltd. (current position)
 June 2015 Audit & Supervisory Board Member of the Company (current position)



Shares held

7.7 K shares

2 Naoki Iwatani

Audit & Supervisory Board Member
(Full-time)

Career history, status

April 1990 Joined the Company
 June 2009 Executive Officer
 April 2011 Deputy General Manager, Energy Division (in charge of the east)
 June 2011 Member of the Board
 April 2015 Executive Director
 Business Administration Department, Audit Department
 Chairman, Risk Management Committee
 April 2019 Member of the Board, Senior Managing Officer
 June 2022 Audit & Supervisory Board Member (Full-time) (current position)



Shares held

20.5 K shares

4 Yasushi Yokoi

Audit & Supervisory Board Member
(Outside)

Career history, status

March 1982 Registered as Certified Public Accountant (current position)
 May 2001 Representative Partner, Asahi & Co. (currently KPMG AZSA LLC)
 July 2008 Board Member, KPMG AZSA & Co. (currently KPMG AZSA LLC)
 July 2010 Board Member, General Manager of Osaka 2nd Business Division,
 KPMG AZSA LLC
 July 2012 Senior Executive Board Member in charge of Diversity and
 General Manager, Nagoya Office, KPMG AZSA LLC
 June 2021 Audit & Supervisory Board Member of the Company (current position)



Shares held

1.6 K shares

Executive Officers

Skill Matrix

		Corporate management	Financial accounting	Legal affairs / risk management	HR / talent development	Sales / marketing	Global	R&D	Production engineering	ESG / sustainability	IT / digital
Chairman and CEO	Akiji Makino	●		●		●	●			●	
Vice Chairman	Toshio Watanabe	●	●	●	●						
President	Hiroshi Majima	●		●		●	●			●	●
Member of the Board	Hirozumi Hirota	●		●	●	●					
Member of the Board	Itaru Ookawa		●	●							●
Member of the Board	Manabu Tsuyoshi					●	●	●	●		
Member of the Board	Hiroshi Fukushima			●				●	●	●	
Member of the Board	Kenji Takayama			●	●	●				●	●
Outside Member of the Board	Shinji Murai						●	●	●	●	
Outside Member of the Board	Shosuke Mori	●				●	●			●	
Outside Member of the Board	Hiroshi Sato	●						●	●	●	
Outside Member of the Board	Hiroyuki Suzuki	●				●	●			●	
Outside Member of the Board	Yuki Saito			●	●					●	

IR Activities

Related Key Issues (Materiality)



Develop more transparent governance

Iwatani discloses information promptly, fairly, and accurately to all shareholders, investors, and other stakeholders, and promotes constructive dialogue. We strive to increase corporate value by strengthening management transparency and societal trust through sustained IR efforts.

FY2023 Results

Activity	Times	Additional information
Briefings on financial results for analysts and institutional investors	4	Second and fourth quarters: Hybrid online and in-person format, attended by the President (as briefing presenter) and other officers First and third quarters: Teleconference format; attended by the IR General Manager
Briefing for analysts and institutional investors on the medium-term management plan	1	Hybrid online and in-person format, attended by the President (as briefing presenter) and other officers, on the PLAN27 medium-term management plan announced in June 2023
Individual meetings with analysts and institutional investors	144	Individual dialogues (including ESG meetings) led by the IR section
Japanese institutional investors	108	
International institutional investors	36	
Business briefing and site tour for analysts and institutional investors	1	Briefing and question and answer session attended by individuals responsible for the relevant sections

IR Materials

In addition to the Integrated Report and quarterly briefings, we publish the Investors' Guide, the Fact Book, and other materials to help analysts and institutional investors learning about Iwatani for the first time better understand and analyze our businesses.



▶ Investors' Guide 

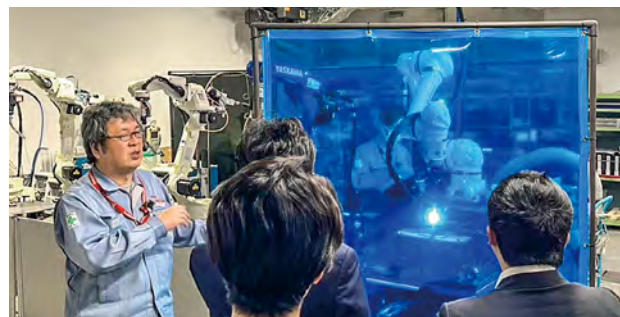
▶ Fact Book 

Internal Feedback

Quarterly reports to the Board of Directors review and report on various matters, including assessments of meetings with analysts and institutional investors, questions and comments fielded, and capital market topics.



Briefing on the medium-term management plan



Site tour of the Iwatani R&D Center