

		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Chairman of the Board	Representation right	Shigeo Iwatare																		
	No representation right		Makoto Okitsu						Kazuyuki Matsumoto						Kazuaki Kotani					
Representative Director, President & CEO		Makoto Okitsu	Kazuyuki Matsumoto						Kazuaki Kotani						Katsuhiro Teramoto					
Number of Board of Directors		10 Directors (incl. 2 Outside Directors)	10 Directors (incl. 1 Outside Director)							10 Directors (incl. 2 Outside Directors)	10 Directors (incl. 3 Outside Directors)	10 Directors (incl. 2 Outside Directors)	10 Directors (incl. 3 Outside Directors)	*Including a female Outside Director			10 Directors (incl. 4 Outside Directors) *Including 2 female Outside Directors			
Number of Audit & Supervisory Board Members		5 Audit & Supervisory Board Members (incl. 3 outside members)*1							*1				*1							
Committees		Group ESH Committee																		
		Group PL Committee				Group Quality & PL Committee														
		Group Quality Committee																		
						Remuneration Committee														
														Nomination Committee						
															Compliance Committee					
															CSR Committee					
															Risk Management Committee					
Remuneration for Inside Directors*2		Monthly remuneration and retirement benefit																		
							Monthly remuneration (Fixed compensation and short-term performance-based fee)													
							Stock-based compensation stock option (Long-term performance-based fee)					Stock-based compensation stock option*3			Board Benefit Trust*3					
Accounting Standard		Settlement of account in March (JGAAP)										Settlement of account in December (JGAAP)			Settlement of account in December (IFRS)					
Corporate Philosophy, etc.			Corporate Philosophy							The Nabtesco Way										
			The First Long-term Vision (Final year: FY2014)																	
												The Second Long-term Vision (Final year: FY2020)								
														The Third Long-term Vision (Final year: FY2030) ●						
														Nabtesco Corporate Governance Basic Policy						
			Basic Policies for the Construction of an Internal Control System																	
													Risk Management Rules							
			Nabtesco Group Code of Corporate Ethics												Nabtesco Group Code of Ethics					
			Nabtesco Group Code of Conduct												Nabtesco Group Code of Ethics					
															Nabtesco Group Global Anti-Bribery Policy					
			Group ESH Policy																	
			Group Quality Management Policy			Group Quality and PL Management Policy														
			Group PL Management Policy			Group Quality and PL Management Policy														
			Nabtesco Group Environmental Philosophy/Environmental Action Plan/Long-term target																	
													Nabtesco Group CSR-Oriented Procurement Policy							
									Basic Policy on Human Capital Development											
																Nabtesco Group Human Rights Policy				
															Nabtesco Group CSR Basic Policy					
																Nabtesco Group Community Investment Policy				
Anti-takeover Measures				Pre-warning Anti-takeover Measures*4																

*1. In FY2011 and FY2015, the number of Audit & Supervisory Board Members was temporarily four (including three outside members) due to the resignation of a member for personal reasons.

*2. Outside Directors are paid on a monthly basis.

*3. Remuneration is linked to medium-term and long-term business results.

*4. The pre-warning anti-takeover measures were introduced with the resolution of the 4th Ordinary General Meeting of Shareholders held on June 26, 2007. However, they were abolished at the conclusion of the 7th Ordinary General Meeting of Shareholders held on June 24, 2010.