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FANUC CORPORATION

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<https://www.fanuc.co.jp/eindex.html>

The corporate governance of FANUC CORPORATION (the “Company”) is described below.

I. Basic Views on Corporate Governance and Basic Information on Capital Structure, Corporate Attributes and Other Matters

1. Basic Views

The Company has been engaged in business activities based on “Strict Preciseness and Transparency,” as its fundamental management policy.

The Corporate Governance Guidelines (the “Guidelines”) is posted on the Company’s website to provide basic views and other matters concerning corporate governance of the Company.

(<https://www.fanuc.co.jp/en/ir/guideline/index.html>)

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

The Company has implemented all of the Principles of the Corporate Governance Code.

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

[Principle 1.4 Strategic Share Holdings (So-called “Cross-Shareholdings” in the Corporate Governance Code)]

1 The Company will hold shares of other companies only when it is deemed necessary for the maintenance and expansion of the business of our Group from a medium and long-term perspective based on the benefits, such as the development of new products, the stable procurement of parts and materials, the maintenance of business relationships with customers, etc., upon considering the holding costs, etc. as well. Every year, we will perform an assessment based on such perspectives, and will strive to reduce the number of shares for which the holding significance is determined to be tenuous.

2 In exercising our voting rights of cross-held shares, we will comprehensively consider impact on our business and on management of such other companies, and other such matters, from a medium and long-term perspective, and then we will appropriately exercise such voting rights.

[Principle 1.7 Related Party Transactions]

For transactions involving director conflicts of interest and the like, such directors must obtain approval of the Board of Directors as required by laws and regulations, and we will provide guidance to officers and employees from time to time so that they will not impair the shared interests of shareholders.

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

In order to secure future benefit resources in a stable manner while considering the risks, the corporate pension fund is making investments for the purpose of securing overall profits that are deemed to be necessary in the long term.

Under the fund, the Asset Management Committee, which is led by the chief financial officer and is composed of executives and staff of the Accounting Department and the Labor Department, is established. The asset management policy and asset composition ratio according to policy are evaluated by the Asset Management Committee, and then determined at the Conference of Representatives. Investment status is monitored on a regular basis.

The party who is entrusted with the investment of the fund accepts the Japanese version of the Stewardship Code.

The fund incorporates personnel who have the appropriate skills as well as having office workers attend outside seminars, etc. in order to improve their skills.

[Principle 3.1 Full Disclosure]

(i) Company Objectives (e.g., Business Principles), Business Strategies and Business Plans

We ensure the practice of the principle, “Strict Preciseness and Transparency,” which has been the basic principle of FANUC.

Strict Preciseness

The permanence and soundness of a company are created by Strict Preciseness.

Transparency

The corruption of an organization and the collapse of a company start from opacity.

While firmly maintaining “Strict Preciseness and Transparency,” our Group strives to practice the following through the unified efforts of the Group.

- While keeping in mind the original notion that FANUC products are equipment to be used at production sites, we will ensure, in product development, that they are “Reliable” “Predictable” “Easy to Repair” in order to support our customers in minimizing downtime and improving the operating rates of their plants.
- Prioritizing service activities over sales activities, we will take a “Service First” attitude in which we provide high level services that meet the global standards of FANUC in all parts of the world.
- As long as customers continue to use FANUC products, we will keep on providing maintenance service, which we call “lifetime maintenance.”
- Under the slogan of “one FANUC,” we will make the fullest use of the following strength of our Group: the provision of total solutions that integrate FA, robots and robomachines, and the provision of customer service around the world as a united group.

(ii) Basic Views and Guidelines on Corporate Governance

We think it is important for the practical functioning of governance to share such an easy-to-understand and simple principle among all officers and employees of the Group.

We have the code of conduct while practicing “Strict Preciseness and Transparency,” we will make efforts to maintain a high level of awareness of officers and employees of our Group into the future.

(iii) Board Policies and Procedures in Determining the Remuneration of the Senior Management and Directors.

For remuneration of directors, we determine an amount of remuneration of inside directors, basically based on their positions, that consists of performance-based remuneration and fixed remuneration, and an appropriate amount of fixed remuneration of outside directors from the standpoint of ensuring independence, which are both determined by resolution of the Board of Directors to the extent approved at the shareholders’ meeting. This decision shall be made through the deliberation of the Nomination and

Remuneration Committee, which is chaired by independent outside directors and the majority of which is composed of independent outside directors.

(iv) Board Policies and Procedures in the Appointment and Dismissal of Senior Management and the Nomination of Director and Audit & Supervisory Board Member Candidates

The appointment and dismissal of the candidates for directors, including the chief executive officer, shall be conducted through the deliberation of the Nomination and Remuneration Committee, which is chaired by independent outside directors and the majority of which is composed of independent outside directors.

(v) Explanations with Respect to the Appointment, Dismissal and Nomination of Individuals

Explanations on each of the election and nomination of candidates for Directors and Audit & Supervisory Board Members upon their nomination

For the reasons for electing candidates for Directors and those for Audit & Supervisory Board Members, please refer to the Notice of Convocation of the Ordinary General Meeting of Shareholders posted on the Company's website.

(<https://www.fanuc.co.jp/en/ir/meeting/index.html>)

[Supplementary Principle 4.1.1 Disclosure of Scope and Content of Matters Delegated to Management.]

In principle, the Board of Directors will delegate determinations regarding the execution of business to the President and CEO in order to make quick decisions, except matters that will be subject to arbitrary decisions by the Board of Directors as required by laws and regulations, and other important matters as set forth in the standards for matters referred to the meetings of the Board of Directors.

[Principle 4.9 Independence Standards and Qualification for Independent Directors]

We will select, as candidates for independent outside directors, individuals who have no material conflicts of interest and are expected to freely make honest statements, etc., at the meetings of the Board of Directors and in other situations. (For example, we would ensure that the amount of transactions between the company the individual worked for and our company accounts for small percent of the consolidated sales of each group, and (in the case where the individual worked for a bank) there are no borrowings.)

[Supplementary Principle 4.11.1 Balance between Diversity, Knowledge, and Experience etc. of the Board as a Whole]

We will select, as inside directors, individuals who are expected to contribute to the enhancement of corporate values, considering their past commitment to business, and we will select, as outside directors, individuals who have no material conflicts of interest and are expected to freely make honest statements, etc., at the meetings of the Board of Directors and in other situations.

[Supplementary Principle 4.11.2 The status of Directors and Audit & Supervisory Board Members Holding Concurrent Posts]

We disclose important concurrent posts of Directors and Audit & Supervisory Board Members along with the reasons for being selected as a candidate, in the notice of convocation of the general meeting of shareholders where the elections of Directors and Audit & Supervisory Board Members are proposed.

Additionally, at least once a year, the status of Directors and Audit & Supervisory Board Members holding of concurrent posts are checked and disclosed.

(<https://www.fanuc.co.jp/en/ir/meeting/index.html>)

[Supplementary Principle 4.11.3 Analyzing and Evaluating the Effectiveness of the Board of Directors]

As regards the assessment of the effectiveness of the Board of Directors meetings, we continued to perform a

survey of all directors and auditors who constitute the Board Meeting this fiscal year as well. As a result thereof, we confirmed that the assessment result was still as good as the last fiscal year, due to such factors as there being an atmosphere in which opinions can be stated frankly; discussions being conducted in a flexible manner from a multilateral point of view; and that ample time is provided for deliberation. According to such assessments, it has been confirmed that the Board of Directors meetings are sufficiently effective.

[Supplementary Principle 4.14.2 Training Policy for Directors and Audit & Supervisory Board Members]

We will provide explanation to directors and auditors from time to time, focusing on important matters under laws and regulations. The section in charge will provide explanation about the overview of management of our company, etc., at the time of their assumption of office, especially to outside directors and outside auditors, and provide other such opportunities so that they can deepen their understanding about management of our company, and we will also provide opportunities for lectures, etc., by outside experts and provide other such opportunities, and thus provide them with necessary support.

[Principle 5.1 Policy for Constructive Dialogue with Shareholders]

We have a Public Relations & SR (Shareholder Relations) Department to serve as a point of contact in relation to constructive dialogue with shareholders, and we are taking the following actions.

1. Overview of Public Relations & SR (Shareholder Relations) Department

We think we should promote dialogue with shareholders, for the sustainable growth of the company and the medium and long-term enhancement of corporate value, while putting emphasis on our core business. We have a Public Relations & SR Department, as a section responsible for the promotion of constructive dialogue with shareholders both within and outside Japan.

2. Policy on Promotion of Constructive Dialogue with Shareholders

The Public Relations & SR Department works on the following as measures for the promotion of constructive dialogue with shareholders.

(1) Dialogue with Shareholders

The Public Relations & SR Department actively promotes dialogue by providing shareholders with opportunities to participate in various meetings, factory tours, etc. Dialogues are lively, except that information that is likely to be regarded as insider information or may interfere with our business activities is not discussed.

(2) Opinions, etc. Provided in Dialogue

To promote the sustainable growth of our company and the medium and long-term enhancement of corporate value, we will make efforts to utilize opinions, etc., provided by shareholders through such dialogues.

3. Point of Contact for Dialogue

Contact information is posted on our website (<https://www.fanuc.co.jp/en/ir/index.html>)

2. Capital Structure

Foreign Shareholding Ratio	More than 30%
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[Status of Major Shareholders] **Updated**

Name / Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	32,662,600	17.03
Custody Bank of Japan, Ltd. (Trust Account)	15,047,800	7.84
SSBTC Client Omnibus Account	5,405,025	2.82
Citibank, N.A. - NY, as Depositary Bank for Depositary Shareholders	4,343,259	2.26
JPMorgan Chase Bank 380055	3,957,870	2.06
State Street Bank West Client - Treaty 505234	2,956,451	1.54
Custody Bank of Japan, Ltd. (Securities Investment Trust Account)	2,934,700	1.53
The Bank of New York Mellon 140044	2,827,629	1.47
Government of Norway	2,728,081	1.42
Custody Bank of Japan, Ltd. (Trust Account 5)	2,691,300	1.40

Controlling Shareholder (excluding Parent Company)	—
Parent Company	None

Supplementary Explanation **Updated**

1. As of March 31, 2021, the Company holds 10,108 thousand shares of treasury stock, but is excluded from the above list of the major shareholders.

2. As of July 20, 2020, a large shareholding report was filed with the EDINET system by Nomura Securities Co., Ltd. which reported that Nomura Asset Management Co., Ltd., together with other joint holders, held the following shares as of July 15, 2020. However, we are not able to confirm the substantial ownership of the shares. The said large shareholding report includes the following information:

Company Name : Nomura Asset Management Co., Ltd.

Number of Shares Owned : 16,762,639 shares

Shareholding Ratio : 8.30%

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange First Section
Fiscal Year-End	March
Type of Business	Electric Appliances
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1,000
Net Sales (consolidated) as of the End of the Previous Fiscal Year	From ¥100.0 billion to less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 10 to less than 50

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

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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 Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with Audit & Supervisory Board
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	18
Term of Office of Directors Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Chairman
Number of Directors	12
Appointment of Outside Directors	Appointed
Number of Outside Directors	4
Number of Independent Directors	4

Outside Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Kazuo Tsukuda	From another company								△			
Yasuo Imai	From another company								○			
Masato Ono	From another company								△			
Naoko Yamazaki	Other											

* Categories for "Relationship with the Company"

* "○" when the director presently falls or has recently fallen under the category;

"△" when the director fell under the category in the past

* "●" when a close relative of the director presently falls or has recently fallen under the category;

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

a. Executive of the Company or its subsidiaries

b. Executive or non-executive Director 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/Audit & Supervisory Board Member

g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the Director himself/herself only)

i. Executive of a company, between which and the Company's Outside Directors/Audit & Supervisory Board Members are mutually appointed (the Director himself/herself only)

j. Executive of a company or organization that receives a donation from the Company (the Director himself/herself only)

k. Others

Outside Directors' Relationship with the Company (2)

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Kazuo Tsukuda	○	Although the Company has business transactions with Mitsubishi Heavy Industries, Ltd., at which Kazuo Tsukuda serves as Executive Corporate Advisor and served as Chairman and President, the transaction value accounts for less than 0.5% of consolidated net sales of both of the companies. Therefore, there is no risk of his independence being affected by that position.	In order to develop the Company's business steadily and to enhance its corporate value, it is quite effective to introduce to the Board of Directors an outsider's eye with a broad perspective and excellent insight. Kazuo Tsukuda has been providing the Company with extremely valuable advice, with his outstanding knowledge of manufacturing and extensive experience in management, having a deep understanding of the Company's business. He will be expected to continue to contribute to the Company's Board of Directors from an independent position as Outside Director. He does not correspond to any of the matters as defined by financial instrument exchanges that may involve conflict of interests with general shareholders, and is therefore deemed to be independent.
Yasuo Imai	○	Although the Company has business transactions with Air Water Inc., at which Yasuo Imai serves as Director, Vice Chairman of the Board, the transaction value accounts for less than 0.5% of consolidated net sales of both of the companies. Therefore, there is no risk of his independence being affected by that position.	After joining in the Ministry of International Trade and Industry (currently, the Ministry of Economy, Trade and Industry), Yasuo Imai had experience of being posted overseas as General Manager of the Washington Office of Japan National Oil Corporation. He successfully held a number of positions starting from the post of Deputy Director-General, Director-General of the Petroleum Department of Agency for Natural Resources and Energy. Subsequently he moved to the post of Director-General of the Manufacturing Industries Bureau, and then to the post of Commissioner of the Japan Patent Office. Based on these experiences, Yasuo Imai, being familiar with foreign affairs, has a global perspective and extensive knowledge concerning the manufacturing industry and the protection of intellectual property, etc. At the same time, he is currently an active corporate executive and is also knowledgeable about corporate management due to having more than 13 years' experience in business. Yasuo Imai has been providing the

			<p>Company with extremely valuable advice as Outside Director with his extensive experience in various fields and from his broad vision. He will be expected to continue to contribute to the Company's Board of Directors from an independent position as Outside Director.</p> <p>He does not correspond to any of the matters as defined by financial instrument exchanges that may involve conflict of interests with general shareholders, and is therefore deemed to be independent.</p>
Masato Ono	○	<p>Although the Company has business transaction such as operating procedures with Mizuho Financial Group, Inc. at which he served as Deputy President and Representative Director until June 2008, the transaction value accounts for less than 0.5% of consolidated net sales of both of the companies. And the Company has never applied for a loan from any bank of Mizuho Financial Group. Therefore, there is no risk of his independence being affected by that position.</p>	<p>Our company has specialized in business activities in the narrow field of the automation of manufacturing, and as such, the Board of Directors consists mostly of Directors with engineering background focusing on this core business. Given this context, Masato Ono has been providing the Company with extremely valuable advice on enhancing corporate values from a totally different point of view by contributing to active discussions at the meeting of the Board of Directors based on his many years of experience in management of financial institutions and his rich knowledge of risk management. He will be expected to continue to contribute to the Company's Board of Directors from an independent position as Outside Director.</p> <p>He does not correspond to any of the matters as defined by financial instrument exchanges that may involve conflict of interests with general shareholders, and is therefore deemed to be independent.</p>

Naoko Yamazaki	○	—	Naoko Yamazaki has extensive knowledge of advanced aerospace engineering and manned spacecraft systems, including robotic arms, as an engineer. She is well versed in science and technology, as well as risk management including crisis management, and has experienced extremely challenging environments as an astronaut. Based on her wealth of experience and insight, she can be expected to oversee the Company's management and provide useful advice for the improvement of corporate values. She does not correspond to any of the matters as defined by financial instrument exchanges that may involve conflict of interests with general shareholders, and is therefore deemed to be independent.
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Establishment of Voluntary Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established
Advisory Committee(s) to the Board, Composition and Attribution of Chairperson	

	Name of Committee	Total Number of Members	Internal Directors	Outside Directors	Chairman
Committee Corresponding to Nomination Committee	Nomination and Remuneration Committee	6	2	4	Outside Director
Committee Corresponding to Remuneration Committee	Nomination and Remuneration Committee	6	2	4	Outside Director

Supplementary Explanation

With respect to the appointment and dismissal and remuneration of the directors, as well as the plan for the successors, such as the chief executive officer, etc., we will establish the Nomination and Remuneration Committee, which is chaired by independent outside directors and the majority of which is composed of independent outside directors, and we will secure the objectiveness, transparency, etc. of the procedures through the deliberation of such Committee.

(Names of Constituents)

Outside Director Kazuo Tsukuda (Chairman), Representative Director Chairman Yoshiharu Inaba, Representative Director President, CEO and CIO Kenji Yamaguchi, Outside Director Yasuo Imai, Outside Director Masato Ono, Outside Director Naoko Yamazaki

[Audit & Supervisory Board Members]

Establishment of Audit & Supervisory Board	Established
Maximum Number of Audit & Supervisory Board Members Stipulated in Articles of Incorporation	5
Number of Audit & Supervisory Board Members	5

Cooperation among Audit & Supervisory Board Members, Accounting Auditors and Internal Audit Departments

Audit & Supervisory Board Members, Accounting Auditors and Internal Audit Department exchange information as needed, in an effort to achieve better mutual coordination.

Appointment of Outside Audit & Supervisory Board Members	Appointed
Number of Outside Audit & Supervisory Board Members	3
Number of Independent Audit & Supervisory Board Members	3

Outside Audit & Supervisory Board Member's Relationship with the Company (1)

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Masaharu Sumikawa	From another company										△			
Hidetoshi Yokoi	Professor													
Mieko Tomita	Attorney at law													

* Categories for "Relationship with the Company"

* "○" when the director presently falls or has recently fallen under the category;

"△" when the director fell under the category in the past

* "●" when a close relative of the director presently falls or has recently fallen under the category;

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

a. Executive of the Company or its subsidiary

b. Non-executive director or accounting advisor of the Company or its subsidiaries

c. Non-executive director or executive of a parent company of the Company

d. Audit & Supervisory Board Member of a parent company of the Company

e. Executive of a fellow subsidiary company of the Company

f. A party whose major client or supplier is the Company or an executive thereof

g. Major client or supplier of the Company or an executive thereof

h. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as an Audit & Supervisory Board Member

i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

j. Executive of a client or supplier company of the Company (which does not correspond to any of f, g, or h) (the Audit & Supervisory Board Member himself/herself only)

k. Executive of a company, between which and the Company's Outside Directors/Audit & Supervisory Board Members are mutually appointed (the Audit & Supervisory Board Member himself/herself only)

l. Executive of a company or organization that receives a donation from the Company (the Audit & Supervisory Board Member himself/herself only)

m. Others

Outside Audit & Supervisory Board Member's Relationship with the Company (2)

Name	Designation as Independent Audit & Supervisory Board Member	Supplementary Explanation of the Relationship	Reasons of Appointment
Masaharu Sumikawa	○	Although the Company has business transactions with Hitachi, Ltd., at which Masaharu Sumikawa served as Executive Vice President and Executive Officer, the transaction value accounts for less than 0.5% of consolidated net sales of both of the companies. Therefore, there is no risk of his independence being affected by that position.	<p>Masaharu Sumikawa, who has extensive knowledge based on his many years of experience in corporate management in the manufacturing industry, has been providing the Company with advice, etc. from a point of view different from that of the Company while having a deep understanding of the manufacturing industry, contributing greatly not only to statutory audit activities but to the Board of Directors and other meetings that require active and rational discussions. We believe that we can expect him to continue to contribute to the Board of Directors and Audit & Supervisory Board.</p> <p>He does not correspond to any of the matters as defined by financial instrument exchanges that may involve conflict of interests with general shareholders, and is therefore deemed to be independent.</p>
Hidetoshi Yokoi	○	—	<p>Hidetoshi Yokoi has extensive knowledge in the manufacturing field as well as insight built upon his activities at Japan Science and Technology Agency, which tackles various issues in response to the needs of society. He has been providing appropriate advice with a broad perspective eyeing society as a whole based on these knowledge and insight. We believe that we can expect him to continue to contribute to the Board of Directors and Audit & Supervisory Board.</p> <p>He does not correspond to any of the matters as defined by financial instrument exchanges that may involve conflict of interests with general shareholders, and is therefore deemed to be independent.</p>

Mieko Tomita	○	—	<p>Mieko Tomita has specialized knowledge and broad insights cultivated as a lawyer. She can be expected to provide advice from an objective standpoint on strengthening the audits and supervision of the Company's business and corporate governance, as well as maintaining and improving compliance.</p> <p>She does not correspond to any of the matters as defined by financial instrument exchanges that may involve conflict of interests with general shareholders, and is therefore deemed to be independent.</p>
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[Independent Directors/Audit & Supervisory Board Members]

Number of Independent Directors/Audit & Supervisory Board Members	7
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Matters relating to Independent Directors/Audit & Supervisory Board Members

The Company has designated all of its Outside Directors/Audit & Supervisory Board Members who satisfy the qualification for an Independent Director/Audit & Supervisory Board Member as Independent Director/Audit & Supervisory Board Members.

With regard to Independent Outside Directors and Outside Audit & Supervisory Board Members, the Company nominates candidates who do not have any certain interest in the Company, and who can be expected to make frank comments without hesitation at Board of Directors meetings, etc. Furthermore, in order to ensure such real independence, as minimum requirements, candidates must meet each of the following conditions.

1. Business transactions between the Company and the company from which the candidate comes must amount to less than 2% of the respective consolidated sales of both companies.
2. The Company must not have any loans from the company from which the candidate comes (if the candidate comes from a bank.)
3. The Company must not have any important transactions such as advisory contracts with the candidate or the firm he works for (if the candidate is a lawyer or other professional.)
4. The candidate must not come from the audit firm that is the Company's Accounting Auditor.
5. There must be no other particular reason that could give rise to a conflict of interest with the Company.
6. The candidate must not be the spouse or a relative within the second degree of anyone who does not meet the above conditions 1 through 5.

[Incentives]

Incentive Policies for Directors	Implementation of Performance-linked Remuneration System
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Supplementary Explanation

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Recipients of Stock Options	
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Supplementary Explanation

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[Director Remuneration]

Disclosure of Individual Directors' Remuneration	Selected Directors on an individual basis
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Supplementary Explanation

The Company discloses the information of remuneration above in accordance with the relevant laws and regulations including the Companies Act, the Financial Instruments and Exchange Act, and the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.

Policy on Determining Remuneration Amounts and Calculation Methods Updated	Established
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Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

1) Matters concerning the policy for determination of Directors' individual remuneration

The Company has established a policy for determining Directors' individual remuneration (hereinafter, "determination policy"), the outline of which is as follows.

- Fixed remuneration is determined according to the position of each Director.
- Performance-linked remuneration is linked, in principle, to net income and dividend payout ratio, in the same way as for shareholder returns.
- Directors' remuneration is composed of fixed remuneration and performance-linked remuneration. In setting the percentages of these two types of remuneration, factors such as position, duties, and performance are taken into comprehensive account.
- Performance-linked remuneration is not paid to Outside Directors.
- The President is authorized to determine the Directors' individual remuneration, based on the advice of the Nomination and Remuneration Committee, which is chaired by an Outside Director and the majority of which is composed of Independent Outside Directors.

The determination policy is decided by resolution of the Board of Directors.

2) Matters concerning resolutions of the General Meeting of Shareholders regarding the remuneration, etc. of Directors and Audit & Supervisory Board Members.

The upper limit of the total annual remuneration, etc. for Directors was set at the total amount of followings by resolution of the 37th Ordinary General Meeting of Shareholders of June 28, 2006.

- (i) Fixed annual aggregate ceiling amount of ¥1 billion
- (ii) Variable aggregate ceiling amount, which is set at the consolidated net income of each half year multiplied by 1/25 of the dividend payout ratio (%). (It should be noted, however, that the variable amount for the first half of the fiscal year shall be paid in the second half of the relevant fiscal year and that for the second half shall be paid in the first half of the following fiscal year.)

Note: The payout ratio (%) shall be calculated in accordance with the following formula for each half year:

Payout ratio for the first half of the fiscal year (April to September)

= Amount of interim dividend per share for said period

\div Consolidated net income per share for said period \times 100

Payout ratio for the second half of the fiscal year (October to March next year)

= Amount of year-end dividend per share for said fiscal year

\div (Consolidated net income per share for said fiscal year

— consolidated net income per share for first half of said fiscal year) \times 100

The number of Directors at the conclusion of that Ordinary General Meeting of Shareholders was 15.

The upper limit of the total annual remuneration, etc. for Audit & Supervisory Board Members was set at ¥250 million by resolution of the 45th Ordinary General Meeting of Shareholders of June 27, 2014.

The number of Audit & Supervisory Board Members at the conclusion of that Ordinary General Meeting of Shareholders was five.

3) Matters concerning the delegation of determination of Directors' individual remuneration, etc.

Based on authority resolved by the Board of Directors, President, CEO and CIO, Kenji Yamaguchi, determines the specific content of Directors' individual remuneration.

The nature of this authority is that the amount of individual Directors' remuneration is to be decided within the upper limit approved by the General Meeting of Shareholders described in 2) above, based on the advice of the Nomination and Remuneration Committee.

The reason for delegating this authorization is that the President has a comprehensive view of the Company's overall performance and is the most suited to evaluating the respective businesses for which the individual Directors are responsible.

To ensure that this authorization is exercised appropriately by the President, the Board of Directors seeks the advice of the Nomination and Remuneration Committee, which is chaired by an Outside Director and the majority of which is composed of Independent Outside Directors, before taking measures including the above-mentioned decisions. Because the Directors' individual remuneration amounts are determined after these procedures have been undertaken, the Board of Directors judges that the content of those determinations is in line with the determination policy.

[Supporting System for Outside Directors and/or Audit & Supervisory Board Members]

Information is provided as necessary to Outside Directors from the concerned department of the Company, and to Outside Audit & Supervisory Board Members from Standing Audit & Supervisory Board Members.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)

The Company is a company with an Audit & Supervisory Board.

The Company has a Board of Directors comprised of 12 Directors (including 4 Outside Directors), as well as an Audit & Supervisory Board comprised of 5 Members (including 3 Outside Members).

A Nomination and Remuneration Committee, which is chaired by independent outside directors and the majority of which is comprised of independent Outside Directors, has been established to deliberate the appointment and dismissal of Directors and their remuneration, in order to ensure objectivity and transparency of the procedures.

Presidents of subsidiaries regularly report the status of their businesses to the Company and receive prior approval on important matters.

Ernst & Young ShinNihon LLC is in charge of the accounting audit of the Company.

3. Reasons for Adoption of Current Corporate Governance System

As the business environment in which the Company operates evolves rapidly, the Board of Directors will not be able to make appropriate management decisions without obtaining accurate information on customers, market trends, service status, and others. Due to these circumstances, in principle, the directors other than outside directors maintain involvement in operations themselves, acquire accurate information, and mutually share such information among member of the Board of Directors, in order for them to properly monitor the execution of our business. We have chosen to be a company with a board of auditors, while having such monitoring function of the Board.

In addition, an optional Nomination and Remuneration Committee has been established to ensure objectivity and transparency of procedures regarding the appointment and dismissal of Directors and their remuneration.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of General Shareholder Meeting	The Notice of Convocation of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2020 held on June 26, was sent on June 5. In addition, the Company posted the same Notice on its website prior to its delivery on May 29.
Exercise of Voting Rights by Electronic Methods	Shareholders can cast their votes from the website for exercise of voting right for General Meeting of Shareholders designated by the Company.
Participation in Electronic Voting Platform and Other Efforts to Enhance the Environment for the Exercise of Voting Rights by Institutional Investors	The Company participates in an electronic voting platform.
Provision of Convocation Notice (Summary) in English	For the convenience of foreign shareholders, the Company prepared an English translation of the Notice of Convocation of the Ordinary General Meeting of Shareholders for referential purpose.
Others	The Notice of Convocation of the Ordinary General Meeting of Shareholders has been posted on the Company's website.

2. IR Activities

	Supplementary Explanations	Explanation by Representative
Regular Briefings for Analysts and Institutional Investors	After the announcement of the financial result of the second quarter and the fourth quarter, financial results briefings and factory tours are held for analysts and institutional investors. After the announcement of the financial result of the first quarter and the third quarter, conference calls are held.	Yes
Posting of IR Materials on the Website	Reference materials related to financial results have been posted on the Company's website.	
Others	The Company established a Public Relations & Shareholder Relations Department, and has held constructive dialogues with shareholders both at home and abroad.	

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Implementation of Environmental Activities, CSR Activities, etc.	FANUC Group's environmental activities and CSR activities are open to public through Sustainability Report.
Other	<p>【Promoting the Active Participation of Women】</p> <p>The Company strives to ensure that employees can play an active part in the workplace regardless of factors such as nationality or gender. We make it a priority to support the active participation of women by creating a comfortable workplace environment that allows women to pursue their careers continuously. This includes enhancing various benefits such as maternity leave, child-care leave, and shorter working hours until children finish elementary school. In addition, we offer an in-house nursery among others. (Thanks to these endeavors, 100% of female employees who have taken child-care leave during the past three years have returned to work.)</p> <p>As of the date of submission of this report, 1 out of 12 Directors and 1 out of 5 Audit & Supervisory Board Members are female.</p>

IV. Matters Related to the Internal Control System

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

(1) Policy concerning the storage and management of information regarding the execution of the Company's Directors' duties:

Pursuant to its documentation rules, the Company shall document and store information on the execution of the Directors' duties. The Directors and Audit & Supervisory Board Members shall have access to such documents at all times.

(2) Rules and schemes concerning management of the Company's exposure to the risk of loss:

The Company has established a Risk Management Committee and has created risk management policies in order to handle potential risks which may obstruct the continuation of the Company's business, increase in the Company's value, or sustainable development of the Company's activities, and shall engage in appropriate risk management under the supervision of the Board of Directors. Furthermore, the Internal Audit Department, which directly reports to the President of the Company, shall conduct internal audits regarding the status of risk management.

(3) Policy to ensure efficient execution by the Company's Directors of their duties:

The Company shall ensure efficient execution by the Directors of their duties by using the following management policies:

- (i) Deliberation of vital matters in various major meetings between Directors and main employees.
- (ii) Approval of vital matters and reports on monthly settlement of accounts at meetings of the Board of Directors, to be held at least once per month.

(4) Policy to ensure the execution by the Company's Directors and employees of their duties to comply with laws or ordinances and the Articles of Incorporation:

The Company shall offer training to the Directors and employees with regard to laws, ordinances, Articles of Incorporation, and other internal rules to ensure that the execution of the duties of the Directors and employees complies with laws or ordinances, and the Articles of Incorporation. Furthermore, the basic policy of having no affiliation with anti-social forces will be thoroughly made known to the Directors and employees, and unreasonable demands from anti-social forces will be handled systematically in collaboration with lawyers, police and other such experts and institutions outside the Company.

(5) Policies to secure the appropriateness of business activities of the corporate group comprised of the Company and its subsidiaries:

- (i) Policy regarding reporting to the Company of the execution of the duties of the Directors of the Company's subsidiaries.**
- (ii) Rules and other policies regarding management of exposure to the risk of loss of the Company's subsidiaries.**
- (iii) Policy to ensure efficient execution of the duties of the Directors of the Company's subsidiaries.**
- (iv) Policy to ensure that the execution of the duties of the Directors and employees of the Company's subsidiaries complies with laws or ordinances and the Articles of Incorporation:**

The Company will strive to enhance corporate governance in our corporate group by thoroughly disseminating the group's code of conduct applied to our corporate group. Regarding important matters pertaining to the management of the Company's subsidiaries, prior approval shall be requested or a report shall be submitted to the Company, according to the "FANUC Group Company Regulations." Each subsidiary shall individually endeavor to implement proper and efficient management, but as the parent company, the Company shall provide guidance and supervision through relevant departments including the Internal Audit Department, in order to enforce the effectiveness of the corporate group's risk management and compliance, as deemed necessary.

(6) Policy concerning the assignment of employees to assist the Company's Audit & Supervisory Board Members to execute their duties, when the Audit & Supervisory Board Members so request:

The Company shall assign its employees to assist the Audit & Supervisory Board Members to execute their duties whenever necessary.

- (7) Policies for reporting to the Company's Audit & Supervisory Board Members, and other policies to ensure effective audits by the Company's Audit & Supervisory Board Members:
- (i) Policy for the Company's Directors and employees to report to the Company's Audit & Supervisory Board Members.
 - (ii) Policy for Directors, Audit & Supervisory Board Members or employees of the Company's subsidiaries, or a person who has received a report from a Director, Audit & Supervisory Board Member or employee of the Company's subsidiary to report to the Company's Audit & Supervisory Board Member.

By attending meetings of the Board of Directors and various major meetings set forth in (3) above, the Audit & Supervisory Board Members shall share information necessary for management with the Directors and employees. When directors and employees detect any material fact of violation of laws and ordinances or the Articles of Incorporation, or incidents which could have a materially negative impact on the Company, they are required to immediately report such facts or incidents to the Audit & Supervisory Board Members.

- (8) Policy for protecting the person conducting the internal reporting in the above 7 (whistleblower) from retaliation for having reported.

The person reporting as in the above 7 (whistleblower) will not receive any disadvantageous treatment due to having reported to an Audit & Supervisory Board Member.

- (9) Matters concerning advance payment or reimbursement for expenses incurred from the execution of the Company's Audit & Supervisory Board Member's duties and other policies regarding expenses incurred from the execution of the Company's Audit & Supervisory Board Member's duties or processing of debts.

Requests for advance payment and others for expenses generated for the execution of an Audit & Supervisory Board Member's duties will be granted except in such cases where the expense is deemed unnecessary for the execution of the Audit & Supervisory Board Member's duties.

2. Basic Views on Eliminating Anti-Social Forces

The Company has no relationship with anti-social forces or organizations that threaten order and safety of society.

The Company is a member of the Council for Measures for Corporate Protection in Yamanashi, and has established a system to closely cooperate with external specialists such as attorneys at law and the police as well as relevant public agencies.

V. Others

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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Supplementary Explanation

2. Other Matters Concerning Corporate Governance System

The Company has an internal system as follows for the purpose of timely disclosure of corporate information.

- (1) Information on the Company and its subsidiaries that may be subject to obligation for timely disclosure shall be collected by the departments of the Company which are in charge of information disclosure (Legal Department, Public Relations & Shareholder Relations Department, Finance & Accounting Department, etc.).
- (2) The departments of the Company which are mainly in charge of information disclosure shall evaluate whether timely disclosure is required or not, pursuant to the Financial Instruments and Exchange Act, rules for timely disclosure in financial instruments exchanges, etc.
- (3) The departments of the Company which are in charge of information disclosure shall make a report to the Chairman and President without delay, and shall make timely disclosure of determined material facts and financial results after obtaining approval from the Board of Directors, as well as disclose facts which occurred regardless of the Company's intent, immediately after they occurred.

Overview of the Company’s Internal Control System

