

# (Reference) Status of Strategic Shareholdings



## (1) Holding policy

In addition to the benefits that accrue from an appreciation in the value of shares as well as the associated payment of dividends, HAZAMA ANDO has positioned strategic shareholdings as those held for purposes other than investment, which the Company has determined will lead to sustainable growth and an increase in corporate value.

HAZAMA ANDO's basic policy is to limit its strategic shareholdings to those that exhibit economic rationale and significance from the perspectives of capital efficiency as well as the maintenance and strengthening of relationships with business partners, and when considered valid and appropriate.

## (2) Reduction status

Based on the aforementioned basic policy, HAZAMA ANDO undertakes steps to verify the validity and appropriateness of strategic shareholdings on an annual basis. The Company then reduces the amount of policy shareholdings if and when holdings are considered inappropriate.

