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Securities Code: 4021

June 6, 2022

## To Those Shareholders with Voting Rights

YAGI Shinsuke  
Representative Director,  
President & COO  
Nissan Chemical Corporation  
5-1, Nihonbashi 2-chome, Chuo-ku,  
Tokyo, Japan

### NOTICE OF THE CONVOCAION OF THE 152<sup>nd</sup> ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to announce the 152<sup>nd</sup> Ordinary General Meeting of Shareholders of Nissan Chemical Corporation (the “Company”). The meeting will be held as described below.

Instead of attending the meeting in person, you can exercise your voting rights by either of the following means. Please review the Reference Documents for the General Meeting of Shareholders, and exercise your voting rights.

#### Exercise of Voting Rights in Writing (by Post)

Please indicate your votes for or against the proposals on the enclosed Voting Rights Exercise Form and return it to the Company, ensuring that the form reaches us by 5:40 p.m., Monday, June 27, 2022 (Japan Time).

#### Exercise of Voting Rights via the Internet, etc.

Please access the website for exercising voting rights as indicated in the enclosed Voting Rights Exercise Form and exercise your voting rights by 5:40 p.m., Monday, June 27, 2022 (Japan Time).

**1. Date and Time:** Tuesday, June 28, 2022 at 10:00 a.m. (Reception starts at 9:15 a.m.)

**2. Place:** Josui Kaikan, 2F, Star Hall  
1-1, Hitotsubashi 2-chome, Chiyoda-ku, Tokyo, Japan

#### 3. Agenda of the Meeting:

- Matters to be reported:**
1. The Business Report and the Consolidated Financial Statements for the 152<sup>nd</sup> fiscal year (from April 1, 2021 to March 31, 2022) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
  2. The Non-Consolidated Financial Statements for the 152<sup>nd</sup> fiscal year (from April 1, 2021 to March 31, 2022)

#### Proposals to be resolved:

- Proposal No. 1:** Appropriation of Surplus  
**Proposal No. 2:** Partial Amendments to the Articles of Incorporation  
**Proposal No. 3:** Election of Ten (10) Directors  
**Proposal No. 4:** Election of Two (2) Audit & Supervisory Board Members

- \* For those attending the meeting, please present the enclosed Voting Rights Exercise Form at the reception desk on arrival.
- \* When it is necessary to modify the matters stated in the Reference Documents for the General Meeting of Shareholders, the Business Report, the Non-Consolidated Financial Statements and the Consolidated Financial Statements, please understand that any matters if modified will be shown on the Company's website.
- \* Institutional investors may use the Electronic Voting Rights Exercise Platform operated by ICJ, Inc.

**The Company's website (<https://www.nissanchem.co.jp/>)**

## Reference Documents for the General Meeting of Shareholders

### Proposal No. 1: Appropriation of Surplus

The Company upholds the basic policy of working to improve corporate value from a medium- to long-term viewpoint and providing return of its profits to the shareholders.

After taking into consideration such factors as operating performance, business environment and preparation for future business development, the Company proposes the year-end dividend for the 152<sup>nd</sup> fiscal year as follows.

(1) Type of dividend property

Cash

(2) Matters related to distribution of dividend property and the total amount

The Company proposes to pay ¥72 per common share of the Company.

Under this proposal, the total amount of dividends paid is ¥10,208,188,008.

As the Company paid an interim dividend of ¥50, the annual dividend for the 152<sup>nd</sup> fiscal year is ¥122 per share.

(3) Effective date of the distribution of surplus

June 29, 2022

## Proposal No. 2: Partial Amendments to the Articles of Incorporation

The Company proposes to make partial amendments to the current Articles of Incorporation as described below.

### 1. Reasons for the proposal

Since the revised provisions provided for in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) are to be enforced on September 1, 2022, the Company proposes to make the following changes to its Articles of Incorporation for the introduction of the system for providing informational materials for the general meeting of shareholders in electronic format.

- (1) The Company is obligated to stipulate in its Articles of Incorporation that it will take measures for providing information that constitutes the content of reference documents, etc. for the general meeting of shareholders in electronic format, so it shall establish Article 19 (Measures, etc. for Providing Information in Electronic Format) paragraph 1 in the “Proposed Amendments” below.
- (2) Among items for providing information that constitutes the content of reference documents, etc. for the general meeting of shareholders in electronic format, to limit the scope of said items to be stated in the paper-based documents to be delivered to shareholders who have requested the delivery of paper-based documents pursuant to Ordinance of the Ministry of Justice, Article 19 (Measures, etc. for Providing Information in Electronic Format) paragraph 2 shall be established in the “Proposed Amendments” below.
- (3) Since the introduction of the system for providing informational materials for the general meeting of shareholders in electronic format will mean that the provisions contained in Article 19 (Disclosure via Internet and Deemed Delivery of Reference Documents, etc. for Shareholders Meeting) in the current Articles of Incorporation will no longer be required, they shall be deleted.
- (4) Supplementary provisions regarding the efficacy of the aforementioned establishment and deletion of provisions shall be established in the “Proposed Amendments” below. These supplementary provisions shall be deleted after a certain date has elapsed.

### 2. Details of the amendments

Details of the amendments are as follows.

(Underlined portions indicate the proposed amendments.)

| Current Articles of Incorporation  | Proposed Amendments   |
|--|---|
| <p style="text-align: center;">CHAPTER 3. GENERAL MEETING OF SHAREHOLDERS</p> <p><u>(Disclosure via Internet and Deemed Delivery of Reference Documents, etc. for Shareholders Meeting)</u></p> <p><u>Article 19</u></p> <p><u>Upon convening shareholders meetings, the Company may deem that the information required to be described or indicated in reference documents for shareholders meeting, business reports, non-consolidated financial statements and consolidated financial statements has been provided to the shareholders by disclosing such information through a method that uses the Internet pursuant to Ordinance of the Ministry of Justice.</u></p> <p style="text-align: center;"><u>(Newly established)</u></p> | <p style="text-align: center;">CHAPTER 3. GENERAL MEETING OF SHAREHOLDERS</p> <p style="text-align: center;">(Deleted)</p> <p style="text-align: center;"><u>(Measures, etc. for Providing Information in Electronic Format)</u></p> <p style="text-align: center;"><u>Article 19</u></p> |

| Current Articles of Incorporation | Proposed Amendments   |
|-----------------------------------|---|
| <p>(Newly established)</p>        | <p><u>When the Company convenes a shareholders meeting, it shall take measures for providing information that constitutes the content of reference documents, etc. for the general meeting of shareholders in electronic format.</u></p> <p><u>2 Among items for which the measures for providing information in electronic format will be taken, the Company may exclude all or some of those items designated by the Ministry of Justice Order from statements in the paper-based documents to be delivered to shareholders who have requested the delivery of paper-based documents by the record date of voting rights.</u></p> <p><u>(Supplementary Provisions)</u></p> <p><u>The deletion of Article 19 (Disclosure via Internet and Deemed Delivery of Reference Documents, etc. for Shareholders Meeting) in the current Articles of Incorporation and the establishment of the new Article 19 (Measures, etc. for Providing Information in Electronic Format) in the proposed amendments shall be effective from September 1, 2022.</u></p> <p><u>2 Notwithstanding the provision of the preceding paragraph, Article 19 (Disclosure via Internet and Deemed Delivery of Reference Documents, etc. for Shareholders Meeting) of the current Articles of Incorporation shall remain effective regarding any shareholders meeting held on a date within six months from September 1, 2022.</u></p> <p><u>3 These Supplementary Provisions shall be deleted on the date when six months have elapsed from September 1, 2022 or three months have elapsed from the date of the shareholders meetings in the preceding paragraph, whichever is later.</u></p> |

### Proposal No. 3: Election of Ten (10) Directors


The terms of office of all ten (10) Directors will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, the election of ten (10) Directors, including four (4) Outside Directors, is proposed.

The selection of Director candidates is made based on the report of the Nomination and Remuneration Advisory Committee, a majority of whose members are independent Outside Directors.


The candidates for Directors are as follows:

| Candidate No. | Name              | Position/responsibilities in the Company  | Attribute     |                  |                     |
|---------------|-------------------|---|---------------|------------------|---------------------|
| 1             | KINOSHITA Kojiro  | Representative Director, Chairman & CEO<br>Nomination and Remuneration Advisory Committee chair   | Reelection    |                  |                     |
| 2             | YAGI Shinsuke     | Representative Director, President & COO<br>Production Technology<br>Nomination and Remuneration Advisory Committee member  | Reelection    |                  |                     |
| 3             | HONDA Takashi     | Director, Senior Executive Vice President<br>Life Science Business<br>Research & Development of Life Science Field<br>Intellectual Property Department and Purchasing Department                                  | Reelection    |                  |                     |
| 4             | ISHIKAWA Motoaki  | Senior Managing Executive Officer<br>Head of Performance Materials Division<br>Research & Development of Performance Materials Field  | New Candidate |                  |                     |
| 5             | MATSUOKA Takeshi  | Managing Executive Officer, CRO<br>Head of Corporate Planning Department<br>Internal Audit Department, Chemicals Division, and Personnel Department   | New Candidate |                  |                     |
| 6             | DAIMON Hideki     | Managing Executive Officer, CFO<br>Head of Sustainability Promotion & IR Department<br>Finance & Accounting Department, Digital Transformation Department, and Environment, Safety & Quality Assurance Department | New Candidate |                  |                     |
| 7             | OHE Tadashi       | Outside Director<br>Nomination and Remuneration Advisory Committee member   | Reelection    | Outside Director | Independent Officer |
| 8             | OBAYASHI Hidehito | Outside Director<br>Nomination and Remuneration Advisory Committee member   | Reelection    | Outside Director | Independent Officer |


| Candidate No. | Name             | Position/responsibilities in the Company                                     | Attribute  |                     |                        |
|---------------|------------------|--|------------|---------------------|------------------------|
| 9             | KATAOKA Kazunori | Outside Director<br>Nomination and Remuneration<br>Advisory Committee member | Reelection | Outside<br>Director | Independent<br>Officer |
| 10            | NAKAGAWA Miyuki  | Outside Director<br>Nomination and Remuneration<br>Advisory Committee member | Reelection | Outside<br>Director | Independent<br>Officer |


| No.  | Name<br>(Date of birth)   | Career summary  | Number of the<br>Company's<br>shares held |
|--|---|---|---|
| 1  |  <p data-bbox="240 562 430 663">KINOSHITA<br/>Kojiro<br/>(April 19, 1948)</p> <p data-bbox="280 701 389 734"><u>Reelection</u></p> <p data-bbox="233 775 437 898">Attendance at<br/>meetings of the<br/>Board of Directors<br/>11/12</p> | <p data-bbox="475 293 868 327">Apr. 1977    Joined the Company</p> <p data-bbox="475 333 1235 394">Jun. 2002    Director, Head of Corporate Planning Department of<br/>the Company</p> <p data-bbox="475 405 1182 465">Jun. 2006    Managing Director, Head of Corporate Planning<br/>Department of the Company</p> <p data-bbox="475 477 1187 537">Jun. 2008    Representative Director, President &amp; CEO of the<br/>Company</p> <p data-bbox="475 548 1193 609">Apr. 2021    Representative Director, Chairman &amp; CEO of the<br/>Company (to the present)</p> <p data-bbox="475 620 999 654">(Position and responsibilities in the Company)</p> <p data-bbox="475 660 963 694">Representative Director, Chairman &amp; CEO</p> <p data-bbox="475 701 1134 734">Nomination and Remuneration Advisory Committee chair</p> | 97,400                                    |
| <p data-bbox="220 920 847 954">Reason for the nomination of the candidate for Director</p> <p data-bbox="220 960 1433 1171">Mr. KINOSHITA Kojiro served as General Manager of the Business Strategy Department, Chemicals General Headquarters and also as Head of the Corporate Planning Department. In addition, as President &amp; CEO of the Company since June 2008 until March 2021, and thereafter as Chairman &amp; CEO to the present, he has been promoting strategies to enhance the corporate value of the Company Group. Considering his wide-ranging experience, achievements, and insights, the Company judges that Mr. KINOSHITA remains qualified to be a Director that performs decision-making on business operations and oversees the execution of duties by Directors, and again nominated him as a candidate for Director.</p> |   |   |   |





| No.   | Name<br>(Date of birth)  | Career summary  | Number of the<br>Company's<br>shares held |
|---|--|---|---|
| 2   |  <p data-bbox="244 600 427 672">YAGI Shinsuke<br/>(June 13, 1962)</p> <p data-bbox="280 712 387 741">Reelection</p> <p data-bbox="233 786 437 913">Attendance at<br/>meetings of the<br/>Board of Directors<br/>12/12</p> | <p data-bbox="475 293 868 322">Apr. 1985    Joined the Company</p> <p data-bbox="475 331 1259 360">Apr. 2013    Deputy Plant Manager of Onoda Plant of the Company</p> <p data-bbox="475 369 1273 439">Apr. 2016    Executive Officer, Plant Manager of Sodegaura Plant of the Company</p> <p data-bbox="475 448 1195 517">Apr. 2018    Managing Executive Officer, Head of Production Technology Department of the Company</p> <p data-bbox="475 526 1230 595">Apr. 2020    Senior Managing Executive Officer, Head of Production Technology Department of the Company</p> <p data-bbox="475 604 1257 663">Jun. 2020    Director, Senior Managing Executive Officer, Head of Production Technology Department of the Company</p> <p data-bbox="475 672 1198 730">Apr. 2021    Representative Director, President &amp; COO (to the present)</p> <p data-bbox="475 739 999 768">(Position and responsibilities in the Company)</p> <p data-bbox="475 777 959 806">Representative Director, President &amp; COO</p> <p data-bbox="475 815 743 844">Production Technology</p> <p data-bbox="475 853 1169 882">Nomination and Remuneration Advisory Committee member</p> | 10,100                                    |
| <p data-bbox="220 929 847 958">Reason for the nomination of the candidate for Director</p> <p data-bbox="220 967 1428 1218">Mr. YAGI Shinsuke has been engaged in production technology for many years, and served as the Deputy Plant Manager of the Onoda Plant and the Plant Manager of the Sodegaura Plant. He has been contributing to the improvement of production systems for the Company Group's products and to their stable supply. In addition, as President &amp; COO of the Company since April 2021, he has been promoting strategies to enhance the corporate value of the Company Group. Considering his wide-ranging experience, achievements, and insights, the Company judges that Mr. YAGI remains qualified to be a Director that performs decision-making on business operations and oversees the execution of duties by Directors, and again nominated him as a candidate for Director.</p> |  |   |   |


| No.   | Name<br>(Date of birth)   | Career summary  | Number of the<br>Company's<br>shares held |
|---|---|---|---|
| 3   |  <p>HONDA Takashi<br/>(March 8, 1959)</p> <p><u>Reelection</u></p> <p>Attendance at<br/>meetings of the<br/>Board of Directors<br/>12/12</p> | <p>Apr. 1981    Joined the Company</p> <p>Feb. 1997    Vice President of Nissan Chemical Europe GmbH<br/>(currently Nissan Chemical Europe S.A.S.)</p> <p>Jun. 2012    General Manager of Planning &amp; Development<br/>Department, Agricultural Chemicals Division of the<br/>Company</p> <p>Apr. 2014    Executive Officer, Deputy Head of Agricultural<br/>Chemicals Division, General Manager of Planning &amp;<br/>Development Department, Agricultural Chemicals<br/>Division of the Company</p> <p>Apr. 2017    Managing Executive Officer, Head of Agricultural<br/>Chemicals Division of the Company</p> <p>Jun. 2017    Director, Managing Executive Officer, Head of<br/>Agricultural Chemicals Division of the Company</p> <p>Apr. 2021    Director, Senior Managing Executive Officer, Head of<br/>Agricultural Chemicals Division of the Company</p> <p>Apr. 2022    Director, Senior Executive Vice President of the<br/>Company (to the present)</p> <p>(Position and responsibilities in the Company)</p> <p>Director, Senior Executive Vice President<br/>Life Science Business<br/>Research &amp; Development of Life Science Field<br/>Intellectual Property Department and Purchasing Department<br/>(Significant position concurrently held)</p> <p>President of NC Agro Hakodate Corporation<br/>Representative Director of Nissan Chemical Europe S.A.S.<br/>Representative Director of Nissan Chemical Agro Korea Ltd.<br/>Chairman of Nissan Agro Tech India Private Limited<br/>Chairman of Nissan Bharat Rasayan Private Limited</p> | 6,800                                     |
| <p>Reason for the nomination of the candidate for Director</p> <p>Mr. HONDA Takashi has been engaged in the agricultural chemicals business focused on agricultural chemicals development and business development for many years. He served as General Manager of the Planning &amp; Development Department and as a Division Head, and since April 2022, he has not only been leading the agricultural chemicals business but also managing all of the Company's life science business and research. Considering his wide-ranging experience, achievements, and insights, the Company judges that Mr. HONDA remains qualified to be a Director that performs decision-making on business operations and oversees the execution of duties by Directors, and again nominated him as a candidate for Director.</p> |   |   |   |


| No.   | Name<br>(Date of birth)   | Career summary   | Number of the<br>Company's<br>shares held |
|---|---|--|---|
| 4   |  <p data-bbox="225 801 443 904">ISHIKAWA<br/>Motoaki<br/>(January 23, 1964)</p> <p data-bbox="256 943 411 976">New Candidate</p> | <p data-bbox="475 293 1270 887">           Apr. 1986    Joined the Company<br/>           Jun. 2009    General Manager of Display Materials Department,<br/>                             Electronic Materials Division of the Company<br/>           Jun. 2012    General Manager of Display Materials Research<br/>                             Department, Electronic Materials Research<br/>                             Laboratories of the Company<br/>           Jun. 2015    General Manager of Business Strategy Department,<br/>                             Performance Materials Division of the Company<br/>           Apr. 2016    Executive Officer, Deputy Head of Performance<br/>                             Materials Division, General Manager of Business<br/>                             Strategy Department, Performance Materials Division<br/>                             of the Company<br/>           Apr. 2020    Managing Executive Officer, Head of Performance<br/>                             Materials Division of the Company<br/>           Apr. 2022    Senior Managing Executive Officer, Head of<br/>                             Performance Materials Division of the Company (to the<br/>                             present)         </p> <p data-bbox="475 898 1201 1227">           (Position and responsibilities in the Company)<br/>           Senior Managing Executive Officer<br/>           Head of Performance Materials Division<br/>           Research &amp; Development of Performance Materials Field<br/>           (Significant position concurrently held)<br/>           Chairman of Nissan Chemical America Corporation<br/>           Representative Director of NCK Co., Ltd.<br/>           Representative Director of Nissan Chemical Taiwan Co., Ltd.<br/>           Representative Director of Nissan Chemical Materials Research<br/>           (Suzhou) Co., Ltd.         </p> | 6,500                                     |
| <p data-bbox="220 1238 1445 1480">           Reason for the nomination of the candidate for Director<br/>           Mr. ISHIKAWA Motoaki has been engaged in the performance materials business focused on display materials for many years. He has served as General Manager of the Business Strategy Department, a Division Head, and as head of the Company's overseas business locations, and since April 2022 he has been managing all of the Company's performance materials business and research, which is a driver of the Company Group's growth. The Company judges that Mr. ISHIKAWA is qualified to be a Director that performs decision-making on business operations and oversees the execution of duties by Directors, and nominated him as a candidate for Director.         </p> |   |  |   |

| No.   | Name<br>(Date of birth)   | Career summary  | Number of the<br>Company's<br>shares held |
|---|---|---|---|
| 5   |  <p data-bbox="228 589 432 685">MATSUOKA<br/>Takeshi<br/>(March 13, 1965)</p> <p data-bbox="252 719 405 748">New Candidate</p> | <p data-bbox="475 293 868 322">May 1996    Joined the Company</p> <p data-bbox="475 333 1230 394">Apr. 2017    General Manager of CSR &amp; Public Relations Office,<br/>Corporate Planning Department of the Company</p> <p data-bbox="475 405 1246 465">Apr. 2019    Executive Officer, Head of Internal Audit Department<br/>of the Company</p> <p data-bbox="475 477 1241 537">Apr. 2021    Executive Officer, Head of Chemicals Division of the<br/>Company</p> <p data-bbox="475 548 1241 609">Apr. 2022    Managing Executive Officer, Head of Corporate<br/>Planning Department of the Company (to the present)</p> <p data-bbox="475 620 999 649">(Position and responsibilities in the Company)</p> <p data-bbox="475 660 868 689">Managing Executive Officer, CRO</p> <p data-bbox="475 701 935 730">Head of Corporate Planning Department</p> <p data-bbox="475 741 1182 801">Internal Audit Department, Chemicals Division, and Personnel<br/>Department</p> | 2,400                                     |
| <p data-bbox="220 835 847 864">Reason for the nomination of the candidate for Director</p> <p data-bbox="220 875 1422 1122">Mr. MATSUOKA Takeshi joined the Company with wide-ranging business and planning experience in the chemicals industry. He has been involved in formulating major strategies not only in the Chemicals Division, but also in operational divisions including the Corporate Planning Department, CSR &amp; Public Relations Office, and Internal Audit Department. Since April 2022, he has been focusing on assessing the status of operations across the entire Company and achieving Group-wide targets as Head of the Corporate Planning Department. The Company judges that Mr. MATSUOKA is qualified to be a Director that performs decision-making on business operations and oversees the execution of duties by Directors, and nominated him as a candidate for Director.</p> |   |   |   |


| No.  | Name<br>(Date of birth)   | Career summary  | Number of the<br>Company's<br>shares held |
|--|---|---|---|
| 6  |  <p data-bbox="252 674 405 801">DAIMON<br/>Hideki<br/>(February 22,<br/>1964)</p> <p data-bbox="252 842 405 869">New Candidate</p> | <p data-bbox="477 293 1262 353">Apr. 1988 Joined The Industrial Bank of Japan, Limited(currently Mizuho Bank, Ltd.)</p> <p data-bbox="477 365 1249 425">Apr. 2014 General Manager of Trust Business Department IV of Mizuho Trust &amp; Banking Co., Ltd.</p> <p data-bbox="477 436 1262 533">Apr. 2016 Executive Officer, General Manager of Corporate &amp; Institutional Coordination Department of Mizuho Trust &amp; Banking Co., Ltd.</p> <p data-bbox="477 544 1193 604">Apr. 2018 Managing Executive Officer in charge of Trust &amp; Banking of Mizuho Trust &amp; Banking Co., Ltd.</p> <p data-bbox="477 616 1206 676">Apr. 2020 Executive Officer, Head of Finance &amp; Accounting Department of the Company</p> <p data-bbox="477 687 1230 784">Apr. 2022 Managing Executive Officer, Head of Sustainability Promotion &amp; IR Department of the Company (to the present)</p> <p data-bbox="477 795 1002 824">(Position and responsibilities in the Company)</p> <p data-bbox="477 835 1150 992">Managing Executive Officer, CFO<br/>Head of Sustainability Promotion &amp; IR Department<br/>Finance &amp; Accounting Department, Digital Transformation Department, and Environment, Safety &amp; Quality Assurance Department</p> | 600                                       |
| <p data-bbox="220 1003 847 1032">Reason for the nomination of the candidate for Director</p> <p data-bbox="220 1043 1437 1256">Mr. DAIMON Hideki has leveraged his abundant experience and wide-ranging insight cultivated at financial institutions in Japan and overseas to formulate financial strategy and actively lead IR activities since joining the Company as the Head of the Finance &amp; Accounting Department in April 2020. Since April 2022, he has continued to make a significant contribution to enhancing the Company's corporate value as the Head of the Sustainability Promotion &amp; IR Department. The Company judges that Mr. DAIMON is qualified to be a Director that performs decision-making on business operations and oversees the execution of duties by Directors, and nominated him as a candidate for Director.</p> |   |   |   |

| No.  | Name<br>(Date of birth)  | Career summary  | Number of the<br>Company's<br>shares held |
|--|--|---|---|
| 7  |  <p>OHE Tadashi<br/>(May 20, 1944)</p> <p>Reelection<br/>Outside Director<br/>Independent Officer</p> <p>Attendance at<br/>meetings of the<br/>Board of Directors<br/>12/12</p> | <p>Apr. 1969 Qualified for attorney-at-law</p> <p>Apr. 1989 Instructor for the Legal Training and Research Institute of Japan (court representation in civil proceedings)</p> <p>Mar. 1994 Outside Corporate Auditor of Canon Inc.</p> <p>Jun. 2004 Outside Corporate Auditor of Marui Group Co., Ltd.</p> <p>Jun. 2006 Outside Corporate Auditor of Kao Corporation</p> <p>Jun. 2011 Outside Director of JECO Co., Ltd.</p> <p>Jun. 2015 Outside Director of the Company (to the present)</p> <p>(Position and responsibilities in the Company)</p> <p>Outside Director<br/>Nomination and Remuneration Advisory Committee member<br/>(Significant position concurrently held)<br/>Attorney-at-law at Ohe, Tanaka &amp; Oya Law Office</p> | 3,000                                     |
| <p>Reason for the nomination of the candidate for Outside Director and expected role</p> <p>Mr. OHE Tadashi has been involved in corporate legal affairs and a large number of cases of corporate litigation over many years as an attorney-at-law and boasts an outstanding track record in the legal community. He has been nominated again as a candidate for Outside Director of the Company so that his legal expertise, abundant experience, and wide-ranging insight will continue to be reflected in the management of the Company from an outside perspective and from an objective and neutral standpoint. Though Mr. OHE does not have a past experience being involved in corporate management other than becoming an Outside Officer, for the above-mentioned reasons, the Company judges that Mr. OHE will appropriately perform his duties as Outside Director. In addition, if his election is approved, the Company intends him to continue contributing to the selection of candidates for the Company's directors and the determination of director compensation, etc., from an independent standpoint as a member of the Nomination and Remuneration Advisory Committee.</p> |  |   |   |

| No.  | Name<br>(Date of birth)   | Career summary   | Number of the<br>Company's<br>shares held |
|--|---|--|---|
| 8  |  <p data-bbox="236 613 424 707">OBAYASHI<br/>Hidehito<br/>(April 22, 1944)</p> <p data-bbox="236 745 432 842"> <span style="border: 1px solid black; padding: 2px;">Reelection</span><br/> <span style="border: 1px solid black; padding: 2px;">Outside Director</span><br/> <span style="border: 1px solid black; padding: 2px;">Independent Officer</span> </p> <p data-bbox="236 891 432 1014">Attendance at<br/>meetings of the<br/>Board of Directors<br/>12/12</p> | <p data-bbox="477 293 1270 1032"> Apr. 1969    Joined Hitachi, Ltd.<br/> Oct. 2001    Director of Hitachi High-Technologies Corporation<br/> (currently Hitachi High-Tech Corporation)<br/> Jun. 2003    Vice President and Executive Officer of Hitachi High-<br/> Technologies Corporation<br/> Apr. 2006    Representative Executive Officer, Senior Vice President<br/> and Executive Officer of Hitachi High-Technologies<br/> Corporation<br/> Apr. 2007    Director, Representative Executive Officer, President<br/> and Chief Executive Officer of Hitachi High-<br/> Technologies Corporation<br/> Jun. 2011    Chairman of the Board of Hitachi High-Technologies<br/> Corporation<br/> Jun. 2013    Chairman Emeritus of Hitachi High-Technologies<br/> Corporation (to the present)<br/> Jun. 2019    Outside Director of the Company (to the present)<br/> (Position and responsibilities in the Company)<br/> Outside Director<br/> Nomination and Remuneration Advisory Committee member<br/> (Significant positions concurrently held)<br/> Chairman Emeritus of Hitachi High-Tech Corporation </p> | 0   |
| <p data-bbox="220 1048 1437 1337"> Reason for the nomination of the candidate for Outside Director and expected role<br/> Mr. OBAYASHI Hidehito served as Chairman of the Board of Hitachi High-Tech Corporation and after that he has been serving as Chairman Emeritus of the company. Accordingly, he has abundant experience and wide-ranging insight as an experienced manager of a corporate group active in diverse sectors of global business. In order to reflect these in the Company's management from an outside perspective and from an objective and neutral standpoint, the Company again nominated him as a candidate for Outside Director. In addition, if his election is approved, the Company intends him to continue contributing to the selection of candidates for the Company's directors and the determination of director compensation, etc., from an independent standpoint as a member of the Nomination and Remuneration Advisory Committee. </p> |   |  |   |

| No.  | Name<br>(Date of birth)  | Career summary   | Number of the<br>Company's<br>shares held |
|--|--|--|---|
| 9  |  <p data-bbox="240 757 416 887">KATAOKA<br/>Kazunori<br/>(November 27,<br/>1950)</p> <p data-bbox="236 920 432 1021"> <span>Reelection</span><br/> <span>Outside Director</span><br/> <span>Independent Officer</span> </p> <p data-bbox="233 1066 435 1189">Attendance at<br/>meetings of the<br/>Board of Directors<br/>12/12</p> | <p data-bbox="475 293 1225 353">Apr. 1979 Assistant Professor of Institute of Biomedical Engineering at Tokyo Women's Medical University</p> <p data-bbox="475 365 1225 425">Aug. 1988 Associate Professor of Institute of Biomedical Engineering at Tokyo Women's Medical University</p> <p data-bbox="475 436 1157 497">Oct. 1994 Professor of Faculty of Industrial Science and Technology at Tokyo University of Science</p> <p data-bbox="475 508 1225 568">Apr. 1998 Professor of Graduate School of Engineering at The University of Tokyo</p> <p data-bbox="475 580 1193 640">Jul. 2004 Professor of Graduate School of Medicine at The University of Tokyo</p> <p data-bbox="475 651 1177 745">Jul. 2015 Director General of Innovation Center of NanoMedicine, Kawasaki Institute of Industrial Promotion (to the present)</p> <p data-bbox="475 757 1145 786">Apr. 2016 Project Professor at The University of Tokyo</p> <p data-bbox="475 797 1246 857">Jun. 2016 Professor Emeritus at The University of Tokyo (to the present)</p> <p data-bbox="475 869 1233 929">Jul. 2016 Deputy Chairman of Kawasaki Institute of Industrial Promotion (to the present)</p> <p data-bbox="475 940 1193 969">Jun. 2020 Outside Director of the Company (to the present)</p> <p data-bbox="475 981 1193 1041">Jun. 2020 Outside Director of NanoCarrier Co., Ltd. (to the present)</p> <p data-bbox="475 1052 1002 1081">(Position and responsibilities in the Company)</p> <p data-bbox="475 1093 667 1122">Outside Director</p> <p data-bbox="475 1133 1173 1184">Nomination and Remuneration Advisory Committee member (Significant positions concurrently held)</p> <p data-bbox="475 1196 1201 1225">Deputy Chairman of Kawasaki Institute of Industrial Promotion</p> <p data-bbox="475 1236 1241 1288">Director General of Innovation Center of NanoMedicine, Kawasaki Institute of Industrial Promotion</p> <p data-bbox="475 1299 1010 1328">Professor Emeritus at The University of Tokyo</p> <p data-bbox="475 1339 954 1368">Outside Director of NanoCarrier Co., Ltd.</p> | 0   |
| <p data-bbox="220 1368 1150 1397">Reason for the nomination of the candidate for Outside Director and expected role</p> <p data-bbox="220 1408 1445 1785">Mr. KATAOKA Kazunori has been engaged in research involving the application of nanotechnologies in the fields of biomedical engineering and biomaterial engineering for many years and is currently serving as the Director General of Innovation Center of NanoMedicine, Kawasaki Institute of Industrial Promotion. The Company again nominated him as a candidate for Outside Director so that his expertise as doctor of engineering, abundant experience, and wide-ranging knowledge will be reflected in the management of the Company from an outside perspective and from an objective and neutral standpoint. Though Mr. KATAOKA does not have a past experience being involved in corporate management other than becoming an Outside Officer, for the above-mentioned reasons, the Company judges that Mr. KATAOKA will appropriately perform his duties as Outside Director. In addition, if his election is approved, the Company intends him to continue contributing to the selection of candidates for the Company's directors and the determination of director compensation, etc., from an independent standpoint as a member of the Nomination and Remuneration Advisory Committee.</p> |  |  |   |



| No.  | Name<br>(Date of birth)  | Career summary  | Number of the<br>Company's<br>shares held |
|--|--|---|---|
| 10   |  <p data-bbox="240 712 416 842">NAKAGAWA<br/>Miyuki<br/>(November 22,<br/>1964)</p> <p data-bbox="236 880 432 981"> <span>Reelection</span><br/> <span>Outside Director</span><br/> <span>Independent Officer</span> </p> <p data-bbox="233 1021 435 1149">Attendance at<br/>meetings of the<br/>Board of Directors<br/>10/10</p> | <p data-bbox="475 293 1273 954"> Apr. 1990 Prosecutor, Tokyo District Public Prosecutors Office<br/> Apr. 2008 Counsellor, Judicial System Department, Minister's Secretariat, Ministry of Justice<br/> Jan. 2011 Counsellor, Cabinet Secretariat, Assistant Chief Cabinet Secretary Office<br/> Apr. 2013 Prosecutor, Tokyo High Public Prosecutors Office<br/> Aug. 2013 General Manager of General Administration Department, Saitama District Public Prosecutors Office<br/> Apr. 2015 Specially Appointed Professor and Public Prosecutor, Chuo Law School<br/> Mar. 2019 Retired as Prosecutor<br/> Apr. 2019 Qualified for attorney-at-law<br/> Apr. 2019 Professor, Chuo Law School (to the present)<br/> Jun. 2019 Outside Director of NITTO KOGYO CORPORATION (to the present)<br/> Jun. 2021 Outside Director of the Company (to the present)<br/> Jun. 2021 Outside Audit &amp; Supervisory Board Member of FANCL CORPORATION (to the present) </p> <p data-bbox="475 958 1171 1272"> (Position and responsibilities in the Company)<br/> Outside Director<br/> Nomination and Remuneration Advisory Committee member<br/> (Significant positions concurrently held)<br/> Attorney-at-law, Kousui Law Office<br/> Professor, Chuo Law School<br/> Outside Director of NITTO KOGYO CORPORATION<br/> Outside Audit &amp; Supervisory Board Member of FANCL CORPORATION </p> | 0   |
| <p data-bbox="220 1283 1150 1317">Reason for the nomination of the candidate for Outside Director and expected role</p> <p data-bbox="220 1323 1437 1668">Ms. NAKAGAWA Miyuki worked for many years as a prosecutor in the Tokyo District Public Prosecutors Office and the Tokyo High Public Prosecutors Office and she has abundant practical experience in legal circles. The Company again nominated her as a candidate for Outside Director so that her expertise as legal profession, abundant experience, and wide-ranging knowledge will be reflected in the management of the Company from an outside perspective and from an objective and neutral standpoint. Though Ms. NAKAGAWA does not have a past experience being involved in corporate management other than becoming an Outside Officer, for the above-mentioned reasons, the Company judges that Ms. NAKAGAWA will appropriately perform her duties as Outside Director. In addition, if her election is approved, the Company intends her to continue contributing to the selection of candidates for the Company's directors and the determination of director compensation, etc., from an independent standpoint as a member of the Nomination and Remuneration Advisory Committee.</p> |  |   |   |

- Notes: 1. Mr. ISHIKAWA Motoaki serves as the Representative Director of NCK Co., Ltd. The Company has a trading relationship with NCK Co., Ltd. that includes the sale of products. No conflicts of interest exist between any of the other candidates and the Company.
2. Messrs. OHE Tadashi, OBAYASHI Hidehito and KATAOKA Kazunori and Ms. NAKAGAWA Miyuki are candidates for Outside Director.
3. Mr. OHE Tadashi's term of office as Outside Director of the Company will aggregate to 7 years as of the conclusion of this Ordinary General Meeting of Shareholders. Mr. OBAYASHI Hidehito's term of office as Outside Director of the Company will aggregate to 3 years as of the conclusion of this Ordinary General Meeting of Shareholders. Mr. KATAOKA Kazunori's term of office as Outside Director of the Company will aggregate to 2 years as of the conclusion of this Ordinary General

Meeting of Shareholders. Ms. NAKAGAWA Miyuki's term of office as Outside Director of the Company will aggregate to 1 year as of the conclusion of this Ordinary General Meeting of Shareholders.


4. The Company entered into agreements with Messrs. OHE Tadashi, OBAYASHI Hidehito and KATAOKA Kazunori and Ms. NAKAGAWA Miyuki respectively that limit their liability when they perform their duties concerning the responsibilities under Paragraph 1, Article 423 of the Companies Act in good faith with no serious negligence to the minimum liability provided for by the relevant laws and regulations. If their reelection is approved, the Company plans to renew the same limited liability agreement with them respectively.
5. The Company has entered into a directors and officers liability insurance agreement with an insurance company pursuant to Paragraph 1, Article 430-3 of the Companies Act, and the contract is designed to cover damages that may arise from the insureds, including the Directors, who are held liable for the execution of their duties or receive claims filed against them in relation to the pursuit of such liabilities. If each candidate is elected a Director, such Directors will be included in the insureds of the said insurance agreement. The Company plans to renew the said insurance agreement or enter into similar directors and officers liability insurance agreement during the term of office of Directors.
6. Mr. OBAYASHI Hidehito serves as the Chairman Emeritus of Hitachi High-Tech Corporation. The Company has transactions with Hitachi High-Tech Corporation that includes purchase of analytical instruments. However, the amount paid by the Company as consideration for those transactions with Hitachi High-Tech Corporation is deemed insignificant given that when averaged over the past 3 fiscal years, the payments amounted to less than 0.1% of annual consolidated revenues of Hitachi High-Tech Corporation.
7. Mr. KATAOKA Kazunori serves as the Professor Emeritus at The University of Tokyo. The Company has transactions with The University of Tokyo, such as contracted testing. However, the amount paid by the Company as consideration for those transactions with The University of Tokyo is deemed insignificant given that when averaged over the past 3 fiscal years, the payments amounted to less than 0.1% of annual ordinary revenue of The University of Tokyo.
8. The Company has notified the Tokyo Stock Exchange of status of Messrs. OHE Tadashi, OBAYASHI Hidehito and KATAOKA Kazunori and Ms. NAKAGAWA Miyuki as independent officers. If their reelection is approved, the Company plans to notify the stock exchange of status of Messrs. OHE, OBAYASHI and KATAOKA and Ms. NAKAGAWA as independent officers again.


**Proposal No. 4: Election of Two (2) Audit & Supervisory Board Members**

Audit & Supervisory Board Member, Mr. ONITSUKA Hiroshi will resign and the term of office of Audit & Supervisory Board Member, Mr. KATAYAMA Noriyuki will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, election of two (2) Audit & Supervisory Board Members is proposed.

The selection of Audit & Supervisory Board Member candidate is made based on the report of the Nomination and Remuneration Advisory Committee, a majority of whose members are independent Outside Directors. The Audit & Supervisory Board has already given its approval to this proposal.

The candidates for Audit & Supervisory Board Members are as follows:

| No.  | Name<br>(Date of birth)   | Career summary  | Number of the<br>Company's<br>shares held |
|--|---|---|---|
| 1  | <br>OHRAI Kazuhiko<br>(April 17, 1962)<br><div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">New Candidate</div> | Apr. 1987    Joined the Company<br>Jun. 2007    General Manager of Pharmaceutical Research<br>Department, Chemical Research Laboratories of the<br>Company<br>Apr. 2016    Executive Officer, Head of Pharmaceuticals Division of<br>the Company<br>Apr. 2021    Executive Officer, Head of Internal Audit Department<br>(to the present)<br>(Position and responsibilities in the Company)<br>Executive Officer<br>Head of Internal Audit Department | 12,000                                    |
| <p>Reason for the nomination of the candidate for Audit &amp; Supervisory Board Member</p> <p>Mr. OHRAI Kazuhiko has extensive expertise in the Company Group's business based on many years of involvement in research and development, particularly of pharmaceuticals, and experience serving as the General Manager of the Pharmaceutical Research Department, Head of the Pharmaceuticals Division, and Head of the Internal Audit Department. Considering his abundant work experience and specialized knowledge, the Company judges that he is qualified to be an Audit &amp; Supervisory Board Member with responsibility for ensuring the appropriateness of Directors' execution of duties, and nominated him as a candidate for Audit &amp; Supervisory Board Member.</p> |   |   |   |

| No.  | Name<br>(Date of birth)   | Career summary  | Number of the<br>Company's<br>shares held |
|--|---|---|---|
| 2  |  <p>KATAYAMA<br/>Noriyuki<br/>(October 28, 1964)</p> <p><u>Reelection</u></p> <p>Outside Audit &amp;<br/>Supervisory Board<br/>Member</p> <p><u>Independent Officer</u></p> <p>Attendance at meetings<br/>of the Board of<br/>Directors<br/>12/12</p> <p>Attendance at meetings<br/>of the Audit &amp;<br/>Supervisory Board<br/>12/12</p> | <p>Apr. 1990 Qualified for attorney-at-law<br/>Joined Nagashima &amp; Ohno (currently Nagashima Ohno<br/>&amp; Tsunematsu)</p> <p>Aug. 1996 Qualified for attorney-at-law in New York State, USA</p> <p>Oct. 1996 Joined Tokyo City Law &amp; Tax Partners</p> <p>Feb. 2003 Joined City-Yuwa Partners (to the present)</p> <p>Oct. 2004 Statutory Auditor of Deutsche Asset Management<br/>(Japan) Limited (to the present)</p> <p>Jun. 2014 Outside Audit &amp; Supervisory Board Member of the<br/>Company (to the present)</p> <p>Aug. 2017 Supervisory Director of HEIWA REAL ESTATE<br/>REIT, Inc. (to the present)</p> <p>Apr. 2018 Outside Director of Nippon Den kai, Ltd. (to the<br/>present)</p> <p>Mar. 2019 Outside Statutory Auditor of Livesense Inc. (to the<br/>present)</p> <p>Jun. 2021 External Statutory Auditor of AIDA ENGINEERING,<br/>LTD. (to the present)</p> <p>(Position and responsibilities in the Company)<br/>Outside Audit &amp; Supervisory Board Member<br/>(Significant positions concurrently held)<br/>Attorney-at-Law (Partner) at City-Yuwa Partners<br/>Statutory Auditor of Deutsche Asset Management (Japan) Limited<br/>Supervisory Director of HEIWA REAL ESTATE REIT, Inc.<br/>Outside Director of Nippon Den kai, Ltd.<br/>Outside Statutory Auditor of Livesense Inc.<br/>External Statutory Auditor of AIDA ENGINEERING, LTD.</p> | 800                                       |
| <p>Reason for the nomination of the candidate for Outside Audit &amp; Supervisory Board Member</p> <p>Mr. KATAYAMA Noriyuki has an abundant track record and wide-ranging expertise as an attorney-at-law who has handled every aspect of corporate legal affairs both in Japan and overseas. The Company judges that he will reflect this in the management of the Company from an outside perspective and from an objective and neutral standpoint, and again nominated him as a candidate for Outside Audit &amp; Supervisory Board Member. Though Mr. KATAYAMA does not have a past experience being involved in corporate management other than becoming an Outside Officer, for the above-mentioned reasons, the Company judges that Mr. KATAYAMA will appropriately perform his duties as Outside Audit &amp; Supervisory Board Member.</p> |   |   |   |

- Notes:
1. No conflicts of interest exist between any of the candidates and the Company.
  2. Mr. KATAYAMA Noriyuki is a candidate for Outside Audit & Supervisory Board Member.
  3. Mr. KATAYAMA Noriyuki's term of office as Audit & Supervisory Board Member of the Company will aggregate to 8 years as of the conclusion of this Ordinary General Meeting of Shareholders.
  4. The Company entered into an agreement with Mr. KATAYAMA Noriyuki that limits his liability when he performs his duties concerning the responsibilities under Paragraph 1, Article 423 of the Companies Act in good faith with no serious negligence to the minimum liability provided for by the relevant laws and regulations. If his reelection is approved, the Company plans to renew the same limited liability agreement with him.
  5. The Company has entered into a directors and officers liability insurance agreement with an insurance company pursuant to Paragraph 1, Article 430-3 of the Companies Act, and the contract is designed to cover damages that may arise from the insureds, including the Audit & Supervisory Board Members, who are held liable for the execution of their duties or receive claims filed against them in relation to

the pursuit of such liabilities. If each candidate is elected as the Audit & Supervisory Board Members, each of them will be included in the insureds of the said insurance agreement. The Company plans to renew the said insurance agreement or enter into similar directors and officers liability insurance agreement during the term of office of the Audit & Supervisory Board Member.

6. The Company has notified the Tokyo Stock Exchange of status of Mr. KATAYAMA Noriyuki as an independent officer. If his reelection is approved, the Company plans to notify the stock exchange of status of Mr. KATAYAMA as an independent officer again.

**(Reference) The Company's stance towards independency for Outside Directors and Outside Audit & Supervisory Board Members**

The Company's independence standards for Outside Officers are as follows.

The Company's independent Outside Officers (Directors and Audit & Supervisory Board Members) and independent Outside Officer candidates fulfill the Companies Act's requirements for Outside Officers, as well as the following independence standards.

- (1) Not being an executive (a person who executes business; hereinafter, the same) of the Company or its subsidiaries, nor having been an executive of the Company or its subsidiaries for the past 10 years (if however, a non-executive director or audit & supervisory board member of the Company or its subsidiaries at some point in the past 10 years, the 10 years prior to being appointed to that role).
- (2) Not being one of the Company's major shareholders (a shareholder with 10% or more of voting rights) or an executive thereof.
- (3) Not being an executive of a corporation of which the Company is a major shareholder (a shareholder with 10% or more of voting rights).
- (4) Not being a major client or supplier (a client or supplier from whom the value of average payments for transactions to the Company or its subsidiaries over the past 3 fiscal years exceeds 2% of the average annual consolidated net sales of the Company over the past 3 fiscal years) of the Company or its subsidiaries or an executive thereof.
- (5) Not being a party whose major client or supplier is the Company or its subsidiaries (a party to whom the value of average payments for transactions by the Company or its subsidiaries over the past 3 fiscal years exceeds 2% of the average annual consolidated net sales of that party over the past 3 fiscal years), or an executive thereof.
- (6) Not being an executive of a major financial institution with which the Company has borrowings (a financial institution from whom the average amount of the Company's consolidated fiscal-year-end balance of borrowings over the past 3 fiscal years exceeds 2% of the Company's average annual consolidated fiscal-year-end total assets over the past 3 fiscal years) nor having been an executive thereof for the past 3 years.
- (7) Not being an attorney, certified public accountant, certified public tax accountant, other consultant, researcher or educator in receipt from the Company of a large amount of monetary consideration or other property (an average annual amount over the past 3 fiscal years of over ¥10 million for individuals or, in the event the recipient is a corporation or other organization that said individual is affiliated with or retained by, of an amount in excess of 2% of that organization's average annual total revenues over the past 3 fiscal years) other than Director or Audit & Supervisory Board Member remuneration.
- (8) Not being a close relative (spouse, person within the second degree of kinship or relative living together) of an executive (limited to key personnel) of the Company or its subsidiaries.
- (9) In addition to items (1) through (8) above, being such person as the Board of Directors determines to be a person whose independence as an independent Outside Officer is unquestionable and for whom there is no rationally determined risk of a conflict of interest with the general shareholders of the Company.

### **(Reference) Nomination and Remuneration Advisory Committee**

On April 1, 2019, the Company established its Nomination and Remuneration Advisory Committee, which acts as an advisory body under the Board of Directors with the aims of strengthening the Board of Directors' independence, objectivity and accountability in relation to matters such as the nomination and remuneration of the Directors, and further enhancing corporate governance. In response to consultation by the Board of Directors, the committee deliberates on matters that include nomination of Director and Audit & Supervisory Board Member candidates, appointment of senior management, senior management succession planning, and remuneration of Directors. The committee then reports details of such deliberations to the Board of Directors.

A majority of the committee's members are independent Outside Directors, with no fewer than three of its members selected by resolution of the Board of Directors. The following individuals shall be named committee chair and committee members in the event that Proposal 3 "Election of Ten (10) Directors" is approved without change.

Committee chair: KINOSHITA Kojiro (Chairman & CEO)

Committee member: OHE Tadashi (independent Outside Director)

Committee member: OBAYASHI Hidehito (independent Outside Director)

Committee member: KATAOKA Kazunori (independent Outside Director)

Committee member: NAKAGAWA Miyuki (independent Outside Director)

Committee member: YAGI Shinsuke (President & COO)

**(Reference) Skills matrix for the Company’s Board of Directors (in the event that each candidate is elected at this General Meeting of Shareholders)**

| Director                                    |                   | The expertness and experience required for the Company’s Directors |                      |                      |  |  |                   |
|---|-------------------|--|----------------------|----------------------|--|--|-------------------|
|   |                   | Corporate Management   | R&D/Technologies (*) | Finance & Accounting | Legal/Risk Management/Internal Control | Personnel Affairs/Personnel Strategies | Global Experience |
| Representative Director, Chairman           | KINOSHITA Kojiro  | •  |                      | •                    | •                                      | •                                      |                   |
| Representative Director, President          | YAGI Shinsuke     | •  | •                    |                      | •                                      | •                                      |                   |
| Director, Senior Executive Vice President   | HONDA Takashi     | •  | •                    |                      | •                                      |  | •                 |
| Director, Senior Managing Executive Officer | ISHIKAWA Motoaki  | •  | •                    |                      | •                                      |  | •                 |
| Director, Managing Executive Officer        | MATSUOKA Takeshi  | •  |                      | •                    | •                                      | •                                      | •                 |
| Director, Managing Executive Officer        | DAIMON Hideki     | •  |                      | •                    | •                                      |  | •                 |
| Outside Director                            | OHE Tadashi       |  |                      |                      | •                                      |  |                   |
| Outside Director                            | OBAYASHI Hidehito | •  | •                    |                      |  |  | •                 |
| Outside Director                            | KATAOKA Kazunori  | •  | •                    |                      |  |  | •                 |
| Outside Director                            | NAKAGAWA Miyuki   |  |                      |                      | •                                      |  |                   |

\* “R&D/Technologies” include the expertness and practical experience in the fields of IT, Digital Transformation (DX), environmental safety, and quality assurance.

**(Reference) View on the appropriate balance between knowledge, experience and skills of the Board of Directors as a whole, and on diversity**

The Company considers the board to be formed by members selected from various viewpoints to make appropriate and expeditious decision-making and oversee the execution of business activities in diverse fields (including chemicals, performance materials, agricultural chemicals, and pharmaceuticals). Those points include the balance of knowledge, experience, skills, and other capacity and diversity, including gender, internationality, and practical experience in totality of the board.

To ensure a well-balanced and diverse board composition, based on the Corporate Philosophy and Management Strategy, the Company has identified the expertness and experience required for its Directors (skills requirements): “corporate management,” “research and development/technologies,” “finance and accounting,” “legal/risk management/internal control,” “personnel affairs/personnel strategies,” and “global experience.” And the Company makes the board consist of appropriate persons as its Directors, who have met the above-skills requirements appropriately, and who are healthy, physically and mentally, and trusted and respected for their excellent characters, a high level of insight, and a sense of ethics.

We will review the above skills requirements as necessary based on the Management Strategy and relevant policies.

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