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> Stock Code: 4099 March 6, 2024

(Measures for electronic provision commenced on March 4, 2024)

To Shareholders with Voting Rights:

Mitsunori Watanabe Representative Director and President SHIKOKU KASEI HOLDINGS CORPORATION 8-537-1, Doki-cho-higashi, Marugame-shi, Kagawa Prefecture, Japan

# **NOTICE OF** THE 104th ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

We hereby inform you that the 104th Annual General Meeting of Shareholders of SHIKOKU KASEI HOLDINGS CORPORATION (the "Company") will be held as described below, and that you are invited to attend the meeting.

For this General Meeting of Shareholders, we have taken measures for the electronic provision of the information contained in the Reference Documents for the General Meeting of Shareholders, etc. (matters subject to measures for electronic provision). This information has been posted on the Company's website. Please access the website shown below to view the information.

The Company's website: https://www.shikoku.co.jp/ir/meeting/

(Please access the Company's website above, select "The 104th Annual General Meeting of Shareholders" and view the information in the "Related Materials" section.)

The matters subject to measures for electronic provision are also posted on the website of the Tokyo Stock Exchange. Please access the website below to view the information.

The website of the Tokyo Stock Exchange (Tokyo Stock Exchange Listed Company Search):

https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show

(Please access the Tokyo Stock Exchange website above, search by entering "SHIKOKU KASEI HOLDINGS" as "Issue name (company name)" or "4099" as "Code" and select "Basic information" then "Documents for public inspection/PR information" to view the information.)

If you are not attending the meeting in person, you can exercise your voting rights via the Internet, etc. or in writing. To exercise your voting rights, please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights no later than 5:00 p.m. Japan time on Wednesday, March 27, 2024.

1. Date and Time: Thursday, March 28, 2024 at 10:00 a.m. Japan time

2. Place: SHIKOKU KASEI HOLDINGS CORPORATION Head Office

Hall, 6th floor

8-537-1, Doki-cho-higashi, Marugame-shi, Kagawa Prefecture, Japan

### 3. Meeting Agenda:

Matters to be reported:1. The Business Report and Consolidated Financial Statements for the

Company's 104th Fiscal Year (January 1, 2023 - December 31, 2023) and results of audits by the Accounting Auditor and the Board of Auditors of the Consolidated Financial Statements

2. Non-consolidated Financial Statements for the Company's 104th Fiscal Year (January 1, 2023 - December 31, 2023)

#### Proposals to be resolved:

Proposal 1: Election of Ten (10) Directors
Proposal 2: Election of One (1) Statutory Auditor

- When attending the meeting, please submit the Voting Rights Exercise Form sent to shareholders at the reception desk on the day of the meeting.
- Souvenirs will not be distributed to shareholders attending the meeting. Your understanding is requested in this matter.
- The paper copy of this Notice sent to shareholders also serves as the paper copy describing the matters subject to measures for electronic provision to be sent to shareholders based on requests for the paper copy. Of the matters subject to measures for electronic provision, the following matters are not included in the paper copy of this Notice sent to shareholders, in accordance with provisions of laws and regulations as well as the Company's Articles of Incorporation.
  - "Systems for Ensuring Appropriateness of Operations and Their Situation" and "Basic Policy on Control of the Company," which are part of the Business Report
  - "Consolidated Statements of Changes in Shareholders' Equity" and "Notes to Consolidated Financial Statements," which are part of the Consolidated Financial Statements
  - "Non-consolidated Statements of Changes in Shareholders' Equity" and "Notes to Non-consolidated Financial Statements," which are part of the Non-consolidated Financial Statements

Therefore, the paper copy of this Notice sent to shareholders are part of the Business Report, the Consociated Financial Statements, and the Non-consolidated Financial Statements audited by Statutory Auditors in preparing the Audit Report and part of the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by the Accounting Auditor in preparing the Audit Report of the Accounting Auditor.

- Notice of any revisions to the matters subject to measures for electronic provision will be posted on the Company's website and the website of the Tokyo Stock Exchange shown above, together with the relevant matters before and after revision.
- Institutional investors may use the electronic voting system platform operated by ICJ, Inc. to exercise their voting rights.

# Reference Documents for the General Meeting of Shareholders

## **Proposals and References**

**Proposal 1:** Election of Ten (10) Directors

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

The candidates for Director are as follows.

No.	Name	Gender	Current position in the Company	Attribute
1	Mitsunori Watanabe	Male	Representative Director and President	Reappointment
2	Jun Matsubara	Male	Senior Managing Executive Director	Reappointment
3	Yoshinori Manabe	Male	Executive Director	Reappointment
4	Makoto Hamazaki	Male	Executive Director	Reappointment
5	Yuichi Ikeda	Male	Director	Reappointment
6	Yoshiaki Ando	Male	Director	Reappointment
7	Kiyoshi Mori	Male	Outside Director	Reappointment Outside Independent
8	Shoichiro Tonomura	Male	_	New appointment Outside Independent
9	Minoru Ota	Male	_	New appointment Outside Independent
10	Sachiko Ishikawa	Female	_	New appointment Outside Independent

New appointment: Candidate for newly appointed Director

Reappointment: Candidate for reappointed Director

Outside: Candidate for Outside Director

Independent: Independent Director who is or will be notified to the Tokyo Stock Exchange

No.	Name (Date of birth)		Career summary, positions, responsibilities, and significant concurrent positions  April 1980 Joined the Company	
1	Mitsunori Watanabe (July 11, 1957)  [Reappointment]	March 2002 June 2013 June 2014 June 2016 March 2017 February 2018 March 2019 June 2019 April 2022 January 2023 January 2024	General Manager, Corporate Planning Dept., the Company Executive Officer; General Manager, Corporate Planning Dept., the Company Director; Executive Officer; General Manager, Corporate Planning and Secretariat, the Company Director; Executive Officer; General Manager, Corporate Planning, the Company Director; Executive Officer; Deputy Head, Planning and Management, the Company Director; Executive Officer; Deputy Head, Planning and Management; Head, Osaka Branch Office, the Company Director; Executive Officer; Head, Corporate Strategy Division, the Company Director; Managing Executive Officer; Head, Corporate Strategy Division, the Company Director; Managing Executive Officer; Head, Corporate Strategy & Business Promotion, the Company Representative Director and President, the Company (to present) Director, SHIKOKU KASEI CORPORATE SERVICE CO., LTD. (to present)	54,900 (10,597)

Mr. Mitsunori Watanabe has been mainly engaged in the corporate planning division of the Company. He assumed office as Director in 2014 and as Representative Director in 2023 and currently serves as Representative Director and President. He has been responsible for administration and supervision of overall management of the Company for many years. Based on his wealth of experience and knowledge, the Company believes he is capable of appropriately executing his duties and proposes his reelection as Director.

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held (Number of shares to be granted under the stock compensation plan)
		April 1976 March 2000	Joined the Company General Manager, Logistics & Purchasing Dept.,	
		Water 2000	Chemicals Operations, the Company	
		June 2001	General Manager, Operational Management &	
			Planning Dept., Chemicals Operations, the Company	
		June 2005	General Manager, Operational Management & Planning, Chemicals Operations, the Company	
		June 2007	Executive Officer;	
	Jun Matsubara		General Manager, Operational Management & Planning, Chemicals Operations, the Company	34,900
	(January 4, 1954)	June 2011	Statutory Auditor, the Company	(10,036)
	[Reappointment]	June 2019	Director; Managing Executive Officer; Head, Chemicals Sales & Marketing Division, the Company	
2		April 2022	Director; Managing Executive Officer; Head, Chemicals Business, the Company	
		January 2023	Executive Director, the Company	
		March 2023	Senior Managing Executive Director; Head, Group Compliance, the Company (to	
			present)	
			current positions]	
		· Representative	e Director and Chairman, Shikoku Ryutan Co., Ltd.	

Mr. Jun Matsubara has been mainly engaged in the chemicals operations of the Company. He assumed office as Director in 2019 and currently serves as Senior Managing Executive Director. He has been responsible for administration and supervision of overall management of the Company. Based on his wealth of experience and knowledge, the Company believes he is capable of appropriately executing his duties and proposes his reelection as Director.

No.	Name (Date of birth)	Car	Career summary, positions, responsibilities, and significant concurrent positions	
		April 1988	Joined the Company	
		March 2005	General Manager, Logistics & Purchasing Dept., Housing Materials Operations, the Company	
		March 2017	Executive Officer; General Manager, Sales & Marketing, Housing Materials Operations, the Company	
	V 1: 'W 1	June 2018	Executive Officer; Deputy Head, Housing Materials Operations; General Manager, Sales & Marketing, Housing Materials Operations, the Company	
	Yoshinori Manabe (June 7, 1964)	March 2019	Executive Officer; Deputy Head, Business Promotion Division, the Company	21,000 (5,831)
	[Reappointment]	June 2019	Director; Executive Officer; Head, Business Promotion Division, the Company	
3		April 2022	Director; Executive Officer; Deputy Head, Corporate Strategy & Business Promotion, the Company	
		January 2023	Executive Director, the Company (to present) Representative Director and President, SHIKOKU	
		[Cignificant com	KASEI KENZAI CORPORATION (to present)	
			current positions] e Director and President, SHIKOKU KASEI KENZAI	
		CORPORATI		

Mr. Yoshinori Manabe has been mainly engaged in the housing materials operations of the Company. He assumed office as Director in 2019 and currently serves as Executive Director. He has been responsible for administration and supervision of overall management mainly of the housing materials operations. Based on his wealth of experience and knowledge, the Company believes he is capable of appropriately executing his duties and proposes his reelection as Director.

No.	Name (Date of birth)		er summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held (Number of shares to be granted under the stock compensation plan)
4	Makoto Hamazaki (January 27, 1958) [Reappointment]	CORPORATIO	Director and President, SHIKOKU CHEMICALS	48,800 (5,831)

Mr. Makoto Hamazaki has been mainly engaged in the production and technology division of the Company. He assumed office as Director in 2018 and currently serves as Executive Director. He has been responsible for administration and supervision of overall management mainly of the chemicals operations. Based on his wealth of experience and knowledge, the Company believes he is capable of appropriately executing his duties and proposes his reelection as Director.

No.	Name (Date of birth)	Car	Career summary, positions, responsibilities, and significant concurrent positions	
		April 1992	Joined the Company	
		March 2006	Leader, Minute Chemicals Team, R&D Center, the Company	
	Yuichi Ikeda (April 22, 1968) [Reappointment]	March 2018	Deputy Manager, Tokushima Plant; General Manager, Engineering Dept., the Company	
		March 2019	Manager, Tokushima Plant, the Company	
		April 2021	General Manager, Research and Development, Research and Development of Chemical Products Division; Head, R&D Center, the Company	
5		June 2021	Executive Officer; General Manager, Research and Development, Research and Development of Chemical Products Division; Head, R&D Center, the Company	15,800 (1,973)
3		April 2022	Executive Officer; General Manager, Research and Development, Chemicals Business; Head, R&D Center, the Company	
		January 2023	Executive Officer, the Company	
			Director; Managing Executive Officer; Head, Research and Development, SHIKOKU CHEMICALS CORPORATION (to present)	
		March 2023	Director, the Company (to present)	

Mr. Yuichi Ikeda has been mainly engaged in the research and development division of the Company and assumed office as Director in 2023. He has been responsible for administration and supervision of overall management mainly of chemicals operations. Based on his wealth of experience and knowledge, the Company believes he is capable of appropriately executing his duties and proposes his reelection as Director.

No.	Name (Date of birth)	Car	reer summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held (Number of shares to be granted under the stock compensation plan)
		April 1990	Joined Nomura Securities Co., Ltd.	
		April 2019	Deputy Manager, Takamatsu Branch Office; Manager, Corporate Finance Sec., Nomura Securities Co., Ltd.	
	Yoshiaki Ando (October 28, 1965) [Reappointment]	April 2021	Joined the Company	
			General Manager, Assistant to Head, Corporate Strategy Division, the Company	
		June 2021	General Manager, Finance & Accounting Dept., Business Promotion Division, the Company	
		April 2022	General Manager, Corporate Strategy and Finance, Corporate Strategy & Business Promotion; General Manager, Finance & Accounting Dept., the Company	11,544
6		June 2022	Executive Officer; General Manager, Corporate Strategy and Finance, Corporate Strategy & Business Promotion, the Company	(973)
		January 2023	Executive Officer; General Manager, the Company	
			Representative Director and President, SHIKOKU KASEI CORPORATE SERVICE CO., LTD. (to	
			present)	
		March 2023	Director; Head, Corporate Management, the Company (to present)	
		[Significant con	current positions]	
		Representative	e Director and President, SHIKOKU KASEI E SERVICE CO., LTD.	

Mr. Yoshiaki Ando has been mainly engaged in the corporate planning and management division of the Company and assumed office as Director in 2023. He has been responsible for administration and supervision of overall management mainly of corporate planning division and corporate service division. Based on his wealth of experience and knowledge, the Company believes he is capable of appropriately executing his duties and proposes his reelection as Director.

No.	Name (Date of birth)		Career summary, positions, responsibilities, and significant concurrent positions	
7	Kiyoshi Mori (April 7, 1960) [Reappointment] [Outside] [Independent]	April 1984 January 2002 February 2005 July 2007 October 2011 April 2012 March 2014 April 2017	Joined MITSUI & CO., LTD.  General Manager, Metals No. 2 Dept., MITSUI & CO. (SHANGHAI) LTD.  General Manager, Coal No. 2 Dept., Coal and Nuclear Fuel Division, MITSUI & CO. LTD.  Vice President, Inner Mongolia Erdos Electric Power & Metallurgy Co., Ltd.  General Manager, Ferro-Alloys Dept., MITSUI & CO., LTD.  General Manager, Chinese Business Dept., MITSUI & CO., LTD.  Director & President, MITSUI & CO. (GUANGDONG) LTD.  President & CEO, Mitsui Bussan Metals Co., Ltd.	Company held 1,000
		April 2019 June 2021	Officer, MITSUI & CO., LTD. Director, the Company (to present)	

[Reason for nomination as candidate for Outside Director and overview of the expected role]

Mr. Kiyoshi Mori has experience and knowledge gained through his involvement in management as a director at other companies in addition to abundant overseas experience. The Company proposes his reelection as Outside Director in the expectation that he will be involved in the Company's management decision-making from an objective standpoint by utilizing his expertise.

No.	Name (Date of birth)	Career su	Career summary and significant concurrent positions	
		April 1981 April 1991	Joined Asahi Chemical Industry Co., Ltd. (currently Asahi Kasei Corp.) Head, LSI and Information Technology Research	
		11,011	Laboratory, Asahi Chemical Industry Co., Ltd.	
		September 1999	Head, Central Research Laboratory, Asahi Chemical Industry Co., Ltd.	
	Shoichiro Tonomura (November 7, 1952)	June 2006	General Manager, Substrate Materials Business Division, Asahi Kasei Microdevices Corp.	
	[New appointment]	April 2008	Executive Officer; Head, Research and Development Center, Asahi Kasei Corp.	0
	[Outside]	April 2011	Executive Officer; Senior General Manager, Fuji Office, Asahi Kasei Corp.	
8	[Independent]	October 2013	Executive Director, Japan Science and Technology Agency	
		October 2015	Senior Fellow, Japan Science and Technology Agency	
		April 2016	Auditor, Kobe University (to present)	
		[Significant concu	•	
		· Auditor, Kobe I	University	

[Reason for nomination as candidate for Outside Director and overview of the expected role]

Mr. Shoichiro Tonomura has experience gained through his involvement in research and development and business in the fields of printed circuit boards and semiconductors at other companies, as well as experience and knowledge in corporate management and supervision at public interest corporations. The Company proposes his election as Outside Director in the expectation that he will be involved in the Company's management decision-making from an objective standpoint by utilizing his expertise.

No.	Name (Date of birth)	Career summary and significant concurrent positions		Number of shares of the Company held
		April 1987	Registered as attorney-at-law (Dai-Ichi Tokyo Bar Association)	
			Joined Adachi, Henderson, Miyatake & Fujita	
		September 1991	Joined Tsunematsu Yanase & Sekine (currently Nagashima Ohno & Tsunematsu)	
	Minoru Ota	June 1994	Graduated from University of Washington School of Law	
	(April 16, 1956)	August 1994	Visiting Lawyer, General Electric Company	
		January 1996	Partner, Tsunematsu Yanase & Sekine	0
	[New appointment] [Outside]	April 1996	Part-Time Lecturer, School of Law Nagoya University	
	[Independent]	April 2004	Professor, Keio University Law School	
9		November 2006	Audit & Supervisory Board Member, FAST RETAILING CO., LTD.	
		January 2022	Senior Counsel, Nagashima Ohno & Tsunematsu (to present)	
		[Significant concu	. 1	
		· Senior Counsel.	, Nagashima Ohno & Tsunematsu	

[Reason for nomination as candidate for Outside Director and overview of the expected role] Mr. Minoru Ota has accumulated abundant experience in domestic and international corporate legal affairs through many years of practice as an attorney-at-law. The Company proposes his election as Outside Director in the expectation that he will be involved in the Company's management decision-making from an objective standpoint by utilizing his expertise. Although he has no experience of being directly engaged in corporate management, the Company judges that he is capable of appropriately executing his duties as Outside Director from the reasons stated above.

No.	Name (Date of birth)	Career s	summary and significant concurrent positions	Number of shares of the Company held
		July 1985	Protection Officer, United Nations High Commissioner for Refugees (UNHCR) Thailand Office	
		October 1988	Protection Officer, UNHCR Hong Kong Office	
		January 1990	Consultant (Refugee Status Determination), UNHCR Thailand Office	
		June 1992	Assistant Program Officer, Southeast Asia Cooperation Fund, The Sasakawa Peace Foundation (based in Bangkok)	
	Sachiko Ishikawa	February 1995	Program Officer, Southeast Asia Cooperation Fund, The Sasakawa Peace Foundation (based in Bangkok)	
	(April 13, 1958)  [New appointment]  [Outside]	April 1999	Regional Project Formulation Advisor, Japan International Cooperation Agency (JICA) Thailand Office	0
		June 2002	Project Formulation Advisor, JICA Malaysia Office	
10	[Independent]	October 2002	Regional Project Formulation Advisor, JICA Thailand Office and Regional Support Office for Asia	
		March 2005	Senior Advisor (Peacebuilding and South-South Cooperation), JICA	
		March 2013	Completed Ph.D. program in Peace and Conflict Studies, School of Social Science, Universiti Sains Malaysia	
		April 2021	Professor, Ritsumeikan University College of International Relations (to present)	
			current positions]	
		•	sumeikan University College of International Relations	
	=		Outside Director and overview of the expected role]	
	Ms. Sachiko Ishikawa	has a wealth of int	ernational experience and knowledge in the fields of in	ternational

[Reason for nomination as candidate for Outside Director and overview of the expected role]

Ms. Sachiko Ishikawa has a wealth of international experience and knowledge in the fields of international cooperation (humanitarian aid and development), international exchange, negotiation and communication. The Company proposes her election as Outside Director in the expectation that she will be involved in the Company's management decision-making from an objective standpoint by utilizing her expertise. Although she has no experience of being directly engaged in corporate management, the Company judges that she is capable of appropriately executing her duties as Outside Director from the reasons stated above.

Notes: 1. No special interest exists between any of the candidates and the Company.

- 2. The number of shares of the Company held by each candidate and the number of shares to be granted under the stock compensation plan are as of December 31, 2023. The number of shares to be granted under the stock compensation plan corresponds to the number of points awarded to each candidate under the trust-based stock compensation plan and is presented for reference.
- 3. Mr. Kiyoshi Mori, Mr. Shoichiro Tonomura, Mr. Minoru Ota, and Ms. Sachiko Ishikawa are candidates for Outside Director. The Company has designated Mr. Kiyoshi Mori as an Independent Director based on the stipulations by the Tokyo Stock Exchange and has notified his designation to the said exchange. The Company also intends to designate Mr. Shoichiro Tonomura, Mr. Minoru Ota, and Ms. Sachiko Ishikawa as Independent Directors based on the stipulations by the Tokyo Stock Exchange and notify their designations to the said exchange.
- 4. Mr. Kiyoshi Mori will have been in office as Outside Director for two (2) years and nine (9) months at the conclusion of this Annual General Meeting of Shareholders.

- 5. The Company has entered into a liability limitation agreement with Mr. Kiyoshi Mori, which limits the amount of liability for damages pursuant to Article 423 Paragraph 1 of the Companies Act to the minimum liability amount stipulated in Article 425 Paragraph 1 of the Companies Act. If his reelection is approved, the Company intends to continue the said liability limitation agreement with him. The Company also intends to enter into the same liability limitation agreement with Mr. Shoichiro Tonomura, Mr. Minoru Ota, and Ms. Sachiko Ishikawa if they are elected.
- 6. The Company has entered into a directors and officers liability insurance contract as stipulated in Article 430-3 Paragraph 1 of the Companies Act with an insurance company under which the Directors are the insured. The said insurance contract covers damages to be borne by the insured in the event that a claim for damages is made due to an act committed by the insured in executing his/her duties (excluding cases in which the exemptions specified by the insurance contract apply). If the election of the candidates is approved and they assume office as Director, they will be the insured under the said insurance contract. The Company intends to renew the said insurance contract with the same contents at the time of the next renewal.

### **Proposal 2:** Election of One (1) Statutory Auditor

The term of office of Statutory Auditor Mr. Nobuhiro Kagoike will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of one (1) Statutory Auditor is proposed.

The Board of Auditors has given its prior consent to this proposal.

The candidate for Statutory Auditor is as follows.

Name (Date of birth)	Career su	mmary and significant concurrent positions	Number of shares of the Company held
Hiroyasu Kawai (March 29, 1959) [New appointment] [Outside]	October 1981  April 1985 June 1999 June 2007  January 2012  September 2023 October 2023	Joined Tohmatsu Awoki & Co. (currently Deloitte Touche Tohmatsu LLC) Registered as Certified Public Accountant Partner, Deloitte Touche Tohmatsu LLC Managing Partner of Okayama Office, Deloitte Touche Tohmatsu LLC Managing Partner of Takamatsu Office, Deloitte Touche Tohmatsu LLC Managing Partner of Matsuyama Office, Deloitte Touche Tohmatsu LLC Retired from Deloitte Touche Tohmatsu LLC Retired from Deloitte Touche Tohmatsu LLC Established Kawai CPA Office Representative, Kawai CPA Office (to present)	0

[Reason for nomination as candidate for Outside Statutory Auditor]

Mr. Hiroyasu Kawai has accumulated abundant experience and specialized knowledge in corporate accounting and auditing through many years of practice as a certified public accountant. The Company proposes his election as Outside Statutory Auditor so that he will be able to utilize his expertise for the Company's audit system. Although he has no experience of being directly engaged in corporate management, the Company judges that he is capable of appropriately executing his duties as Outside Statutory Auditor from the reasons stated above.

Notes: 1. No special interest exists between the candidate and the Company.

- 2. The number of shares of the Company held by the candidate is as of December 31, 2023.
- 3. Mr. Hiroyasu Kawai is a candidate for Outside Statutory Auditor.
- 4. If Mr. Hiroyasu Kawai is elected, the Company intends to enter into a liability limitation agreement with him, which limits the amount of liability for damages pursuant to Article 423, Paragraph 1 of the Companies Act to the minimum liability amount stipulated in Article 425, Paragraph 1 of the Companies Act.
- 5. The Company has entered into a directors and officers liability insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company under which the Statutory Auditors are the insured. The said insurance contract covers damages to be borne by the insured in the event that a claim for damages is made due to an act committed by the insured in executing his/her duties (excluding cases in which the exemptions specified by the insurance contract apply). If the election of the candidate is approved and he assumes office as Statutory Auditor, he will be the insured under the said insurance contract. The Company intends to renew the said insurance contract with the same contents at the time of the next renewal.

(Reference)

Composition of the Board of Directors after the Meeting and its skills matrix

	Name		Particularly expected knowledge, experience, abilities, etc.						
			Management/ Business strategy	ESG	Sales/ Marketing/ Procurement	R&D/ Technology/ Production	Finance/ Accounting	Labor/ Legal/ Risk management	Internationality
Directors	Mitsunori Watanabe	Reappointment	•	•			•	•	
	Jun Matsubara	Reappointment	•	•			•	•	
	Yoshinori Manabe	Reappointment	•	•	•		•	•	•
	Makoto Hamazaki	Reappointment	•	•	•	•		•	•
	Yuichi Ikeda	Reappointment	•	•		•			
	Yoshiaki Ando	Reappointment	•	•	•		•	•	
	Kiyoshi Mori	Reappointment Outside Independent	•	•	•				•
	Shoichiro Tonomura	New appointment Outside Independent	•	•	•	•			•
	Minoru Ota	New appointment Outside Independent	•	•				•	•
	Sachiko Ishikawa	New appointment Outside Independent		•				•	•
Statutory Auditors	Kazuhiko Katayama			•			•		•
	Kenji Tanabe			•			•		
	Koji Nishihara	Outside Independent		•				•	•
	Hiroyasu Kawai	New appointment Outside		•			•	•	

<sup>\*</sup> The matrix above does not describe all knowledge, experience, abilities, etc. possessed by each officer.