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Securities Code: 7917

June 4, 2024

(Start date of providing information in electronic format: May 29, 2024)

To our shareholders:

Taku Shimoda
Representative Director, President
FUJIMORI KOGYO CO., LTD.
1-1-1 Koishikawa, Bunkyo-ku, Tokyo

Notice of the 94th Annual General Meeting of Shareholders

You are cordially informed of the 94th Annual General Meeting of Shareholders of FUJIMORI KOGYO CO., LTD. (the “Company”). The meeting will be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and has posted the information on the Company’s website as “Notice of the 94th Annual General Meeting of Shareholders.” Please access one of the following websites to view the information.

Company’s website <https://www.zacros.co.jp/gsm/2024-03/>

Website for posted informational materials for the general meeting of shareholders
<https://d.sokai.jp/7917/teiji/>

If you are unable to attend the meeting, you may exercise your voting rights in writing or via the Internet.

Please examine the attached “Reference Documents for the General Meeting of Shareholders” and exercise your voting rights by 5:15 p.m. on Wednesday, June 19, 2024 (JST).

1. Date and Time: Thursday, June 20, 2024, at 10:00 a.m. (JST)
(Reception will open at 9:20 a.m.)

2. Venue: FUJIMORI KOGYO CO., LTD. Head Office
22nd Floor, Bunkyo Garden Gate Tower
1-1-1 Koishikawa, Bunkyo-ku, Tokyo

3. Purpose of the Meeting:

Matters to be reported:

1. Business Report, Consolidated Financial Statements, and Audit Reports for Consolidated Financial Statements by the Financial Auditor and the Audit and Supervisory Committee, for the 94th fiscal year (from April 1, 2023 to March 31, 2024)
2. Non-consolidated Financial Statements for the 94th fiscal year (from April 1, 2023 to March 31, 2024)

Matters to be resolved:

Proposal No. 1: Appropriation of Surplus

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

Proposal No. 3: Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

Proposal No. 4: Election of Three Directors Who Are Audit and Supervisory Committee Members

4. Handling of votes:

- (1) If shareholders duplicate the vote, such as by exercising the voting rights both via the Internet and in writing, we will consider only the Internet vote to be valid.
 - (2) If you exercise voting rights several times via the Internet, only your final vote shall be deemed effective.
 - (3) If you exercise your voting rights in writing (by mail) and do not indicate your approval or disapproval of the proposals on the voting form, we will treat it as if you indicated your approval.
- If you attend the meeting, we request that you submit the enclosed voting form to the reception at the meeting.
 - If any revisions are made to the matters for which measures for providing information in electronic format are to be taken, a notice of the revisions and the details of the matters before and after the revisions will be posted on the Company's website and the website for posted informational materials for the general meeting of shareholders provided above (in Japanese only).

[Company's website] <https://www.zacros.co.jp>

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1: Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

The Company regards improving the return of profit to shareholders and return on equity as one of its top priorities and, concerning profit distribution, has a basic policy of paying dividends in a stable and continuous manner while taking into account the dividend payout ratio, dividend on equity ratio, etc. according to the growth in business performance.

In accordance with this policy, the Company proposes to pay year-end dividends for the 94th fiscal year as follows: As the Company has already paid an interim dividend of ¥42 per share, the annual dividend will be ¥84 per share.

Year-end dividends

(1) **Type of dividend property**

cash

(2) **Allotment of dividend property and their aggregate amount**

¥42 per common share of the Company

Total dividends: ¥780,824,814

(3) **Effective date of dividends of surplus**

June 21, 2024

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

The Company proposes making amendments to its Articles of Incorporation as follows:

1. Reason for the proposal

Since 1994, the Company has used the name “ZACROS,” which means “ultimate cutting-edge.” As this year marks its 110th anniversary, the Company proposes making a change to Article 1 (Trade Name) of the current Articles of Incorporation, with the purpose of creating solutions for customers and the world by striving to provide ultimate cutting-edge services more than ever, while unifying the global brands and increasing our recognition.

2. Details of the amendments

The details of the amendments are as shown below.

(Underlines indicate amendments.)

Current Articles of Incorporation	Proposed amendments
<p>(Trade Name) Article 1 The name of the Company shall be “<u>Fujimori Kogyo Kabushiki Kaisha</u>” and in English it shall be “<u>FUJIMORI KOGYO CO., LTD.</u>”</p>	<p>(Trade Name) Article 1 The name of the Company shall be “<u>ZACROS Kabushiki Kaisha</u>” and in English it shall be “<u>ZACROS Corporation.</u>”</p>
<p>(Newly established)</p>	<p><u>Supplementary Provisions</u> <u>(Transitional measures regarding change of trade name)</u> <u>Article 1 The change in Article 1 (Trade Name) of the Articles of Incorporation shall come into effect on October 1, 2024. Notwithstanding the provision of Article 1 of the Articles of Incorporation, the name of the Company shall be “Fujimori Kogyo Kabushiki Kaisha” or “FUJIMORI KOGYO CO., LTD.” in English until the day before the effective date.</u></p> <p>2. <u>This supplementary provision shall be deleted upon the effective date of the change in Article 1 of the Articles of Incorporation.</u></p>

Proposal No. 3: Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all six Directors (excluding Directors who are Audit and Supervisory Committee Members; the same applies hereinafter in this proposal) will expire upon the conclusion of this General Meeting of Shareholders.

Therefore, the Company proposes the election of six Directors.

As for this proposal, the Audit and Supervisory Committee of the Company has judged that all the candidates for Directors are eligible.

The candidates for Director are as follows:

Candidate No.	Name	Current position and responsibility in the Company	Attendance at Board of Directors meetings
1	Akihiko Fujimori	Representative Director, Chairman Reelection	100% (15/15)
2	Taku Shimoda	Representative Director, President Reelection	100% (11/11)
3	Eishi Fuyama	Representative Director, Head of Quality Management Reelection	100% (15/15)
4	Michihiko Sato	Director and Senior Executive Officer Head of Finance, HR, IT & Administration Reelection	100% (15/15)
5	Norihiro Kusaka	Director President and Representative Director of FUJIMORI SANGYO CO., LTD. Reelection	100% (11/11)
6	Kumi Izawa	– New election	–

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	<p>Akihiko Fujimori (January 2, 1944)</p> <p>Reelection</p> <p>Number of years in office as a Director 38 years</p> <p>Attendance at Board of Directors meetings 15/15 (100%)</p>	<p>Aug. 1969 Joined the Company</p> <p>Jan. 1977 Representative Senior Managing Director of FUJIMORI SANGYO CO., LTD.</p> <p>June 1983 Representative Director, President of KYOWA KOGYO CO., LTD.</p> <p>June 1986 Managing Director and General Manager of Planning Head Office of the Company</p> <p>June 1988 Senior Managing Director and General Manager of Sales Head Office</p> <p>June 1990 Representative Senior Managing Director</p> <p>June 1991 Representative Director, President</p> <p>Jan. 1999 General Manager of Functional Materials Division</p> <p>Apr. 2002 General Manager of Business Planning Department</p> <p>Oct. 2013 Representative Director, Chairman (current position)</p>	453,900 shares
<p>[Reasons for nomination as candidate for Director]</p> <p>Akihiko Fujimori has served as Representative Director, President of the Company and has extensive experience and achievements as a corporate manager. Furthermore, since assuming office as Representative Director, Chairman, he has led the management of the Group and made every effort to enhance corporate value of the Company. Therefore, the Company believes that he will continue contributing to the management of the Company and has nominated him as a candidate for Director. If the candidate is elected, he will be in charge of management oversight and execution as Chairman of the Board.</p>			
2	<p>Taku Shimoda (August 12, 1972)</p> <p>Reelection</p> <p>Number of years in office as a Director 1 year</p> <p>Attendance at Board of Directors meetings 11/11 (100%)</p>	<p>Aug. 2010 Joined the Company</p> <p>Aug. 2018 General Manager of Business Planning Department, Advanced Medical Business Promotion Department</p> <p>June 2019 Executive Officer and General Manager of Advanced Medical Business Promotion Department</p> <p>June 2021 Director and Senior Executive Officer</p> <p>Oct. 2021 Head of Wellness Business Unit</p> <p>June 2022 Senior Vice President</p> <p>Apr. 2023 Head of Corporate Strategy & Planning</p> <p>June 2023 Director and Senior Vice President, Head of Corporate Strategy & Planning</p> <p>Apr. 2024 Representative Director, President (current position)</p>	13,400 shares
<p>[Reasons for nomination as candidate for Director]</p> <p>Taku Shimoda has extensive experience in new business planning, overseas business, and the advanced medical business on a global basis in the Wellness Business Division, not to mention management planning. Furthermore, since assuming office as Representative Director, President, he has led the management of the Group with the purpose of enhancing corporate value through the execution of the medium-term management plan. Therefore, the Company believes that he will continue contributing to the management of the Company and has nominated him as a candidate for Director.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
3	<p>Eishi Fuyama (February 4, 1954)</p> <p>Reelection</p> <p>Number of years in office as a Director 16 years</p> <p>Attendance at Board of Directors meetings 15/15 (100%)</p>	<p>Apr. 1977 Joined the Company</p> <p>Apr. 1998 General Manager of Numata Plant, Functional Materials Division</p> <p>Feb. 2003 General Manager of R&D Center</p> <p>Apr. 2003 Executive Officer and General Manager of R&D Center</p> <p>June 2005 Representative Director, President of MATSUYA CELLOPHANE CO., LTD.</p> <p>June 2007 Executive Officer and General Manager of Healthcare Supply Business Division of the Company</p> <p>Apr. 2008 General Manager of Life Science Business Division</p> <p>June 2008 Director of the Company</p> <p>Apr. 2009 General Manager of Life Science Business Head Office</p> <p>June 2011 General Manager of Packaging Division</p> <p>Oct. 2011 Managing Director</p> <p>June 2012 Senior Managing Director</p> <p>Oct. 2013 Representative Director, President</p> <p>Dec. 2022 Head of Environmental Solutions Business Unit</p> <p>Apr. 2024 Representative Director, Head of Quality Management (current position)</p>	18,795 shares
<p>[Reasons for nomination as candidate for Director]</p> <p>Eishi Fuyama has contributed to the growth of the Group in the Wellness, Environmental Solution Business Division and other areas of the Company, not to mention as President, for many years. Furthermore, he has led the management of the Group and made every effort to enhance the corporate value of the Company. Therefore, the Company believes that he will continue contributing to the management of the Company and has nominated him as a candidate for Director. If the candidate is elected, he will work on strengthening quality management as Representative Director in charge of Quality Management.</p>			
4	<p>Michihiko Sato (December 10, 1964)</p> <p>Reelection</p> <p>Number of years in office as a Director 2 years</p> <p>Attendance at Board of Directors meetings 15/15 (100%)</p>	<p>June 2015 Seconded from Mizuho Bank, Ltd.</p> <p>Jan. 2016 Acting General Manager of Adhesive Materials Solution Division</p> <p>June 2016 Joined the Company, Executive Officer</p> <p>Aug. 2016 General Manager of Adhesive Materials Solution Division</p> <p>Oct. 2020 General Manager of Display Components Division</p> <p>May 2021 General Manager of General Affairs Dept.</p> <p>June 2021 Senior Executive Officer, in charge of Administration Division</p> <p>June 2022 Director and Senior Executive Officer, in charge of Administration Division</p> <p>Apr. 2024 Director and Senior Executive Officer, Head of Finance, HR, IT & Administration (current position)</p>	4,285 shares
<p>[Reasons for nomination as candidate for Director]</p> <p>Michihiko Sato has extensive experience in financial, human resources and general affairs business. He has played an appropriate role in contributing to the enhancement of the Company's corporate value by making decisions on important management matters and supervising the execution of operations, etc. and made every effort to enhance corporate value of the Company. Therefore, the Company believes that he will continue contributing to the management of the Company and has nominated him as a candidate for Director. If the candidate is elected, he will supervise the Administration Division as Director and Senior Vice President.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)		Number of the Company's shares owned
5	Norihiro Kusaka (June 2, 1982) Reelection Number of years in office as a Director 1 year Attendance at Board of Directors meetings 11/11 (100%)	Oct. 2016	Joined FUJIMORI SANGYO CO., LTD.	1,315 shares
	Apr. 2019	Deputy General Manager of Chemical Products Division/, FUJIMORI SANGYO CO., LTD.		
		June 2019	Director, FUJIMORI SANGYO CO., LTD.	
		June 2021	Senior Managing Director, FUJIMORI SANGYO CO., LTD.	
		June 2023	President and Representative Director, FUJIMORI SANGYO CO., LTD. (current position)	
		June 2023	Director of the Company (current position)	
[Reasons for nomination as candidate for Director] Norihiro Kusaka has extensive experience in the construction industry. Furthermore, he has led the management of a Group company FUJIMORI SANGYO CO., LTD. as President and Representative Director and contributed to the Company's consolidated business performance. Therefore, the Company believes that he will continue contributing to the management of the Group and has nominated him as a candidate for Director.				
6	Kumi Izawa Current surname: Sugimoto (December 1, 1973) New election Number of years in office as an outside Director — Attendance at Board of Directors meetings —	Apr. 1997	Joined UCHIDA YOKO CO., LTD.	0 shares
	July 2000	Research fellow of the Waseda University Media Network Center		
		Jan. 2005	Industry-academia researcher of the Research Center for Advanced Science and Technology, the University of Tokyo	
		Apr. 2007	Senior researcher of the Industry-Academia Collaboration Initiative Nonprofit Organization	
		Apr. 2015	Adjunct researcher of the Institute for Digital Enhancement of Cognitive Development, Waseda University (current position)	
		July 2017	Chief research officer of the Industry-Academia Collaboration Initiative Nonprofit Organization	
		July 2023	Representative of ScholeDesign LLC (current position)	
		Oct. 2023	Fellow of Uchidayoko Institute for Education Research (current position)	
[Reasons for nomination as candidate for outside Director and outline of expected role] Kumi Izawa has a high level of expertise in the fields of innovation and business models as well as intellectual property management, service management, and circular economy that support the above, accumulated through her experience as a university/non-profit organization researcher. Furthermore, she has abundant research records including company analysis. The Company has nominated her as a candidate for outside Director because it expects that she will provide appropriate advice and supervision concerning the management of the Company. The Company judges she will appropriately fulfill her duties as an Outside Director based on the above reasons.				

- (Notes) 1. Norihiro Kusaka serves concurrently as President and Representative Director of FUJIMORI SANGYO CO., LTD., which is a subsidiary company of the Company and has a business relationship with the Company that includes the sale of products. There is no special interest between any of the other candidates and the Company.
2. Kumi Izawa is a candidate for outside Director. She satisfies the requirements for an independent officer as prescribed by the Tokyo Stock Exchange. The Company has submitted notification to Tokyo Stock Exchange, Inc. that she is an independent officer, on the assumption that her election will be approved and she will assume the position of outside Director.
3. Regarding Kumi Izawa, her maiden name and professional name is indicated.
4. If the appointment of Kumi Izawa is approved, the Company will enter into an agreement with her to limit her liability for damages under Article 423, paragraph (1) of the Companies Act, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act and Article 31 of the Company's Articles of Incorporation. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under Article 425, paragraph (1) of the Companies Act.
5. In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy whose content is summarized below. Each of the candidates for Director

excluding Kumi Izawa is already an insured under the policy. If each candidate is elected and assumes the office as Director, they will continue to be the insureds of the policy. The policy is scheduled to be renewed in October 2024.

[Summary of the Policy]

(i) Scope of insureds

Officers of the Company and affiliated companies in which the Company holds more than 50% of their shares (including Directors, Directors who are Audit and Supervisory Committee Members, Auditors, etc. and those appointed after the policy was issued)

(ii) Actual portion of insurance premiums borne by the insureds

Insurance premiums are borne in full by the Company, and the insureds do not bear any of the premiums.

(iii) Summary of insurance incidents covered

The policy covers losses that may arise from the insured's assumption of liability incurred in the course of the performance of duties, or receipt of claims pertaining to the pursuit of such liability.

(iv) Measures to ensure that the proper performance of duties of officers, etc., is not impaired

However, there are certain reasons for coverage exclusion, such as performance of an illegal act with full knowledge of its illegality of the insureds.

Proposal No. 4: Election of Three Directors Who Are Audit and Supervisory Committee Members

The terms of office of all three Directors who are Audit and Supervisory Committee Members will expire upon the conclusion of this General Meeting of Shareholders. Therefore, the Company proposes the election of three Directors who are Audit and Supervisory Committee Members.

In addition, the consent of the Audit and Supervisory Committee has been obtained for this proposal.

Candidates for the role of Director who is an Audit and Supervisory Committee Member are as follows:

Candidate No.	Name	Current position and responsibility in the Company	Attendance at Board of Directors meetings	Attendance at Audit and Supervisory Committee meetings
1	Nobuhiko Fujimori	Representative Director, Vice Chairman New election	100% (15/15)	—
2	Manabu Sakai	Outside Director who is an Audit and Supervisory Committee Member Reelection	100% (15/15)	100% (15/15)
3	Satoko Takeuchi	Outside Director who is an Audit and Supervisory Committee Member Reelection	100% (11/11)	100% (11/11)

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)		Number of the Company's shares owned
1	Nobuhiko Fujimori (July 31, 1959)	Jan. 1987	Joined Nikka Ltd. Director and General Manager of Management Planning Office	536,000 shares
	New election	June 1988	Director of the Company	
	Number of years in office as a Director who is an Audit and Supervisory Committee Member	Apr. 1989	Managing Director of Nikka Ltd.	
		Mar. 1991	Representative Director, President of KYOWA KOGYO CO., LTD.	
	—	Apr. 1992	Representative Director, President of Nikka Ltd.	
		Apr. 1994	Representative Director, President of Fujimori PlaChemical Co., Ltd.	
	Attendance at Board of Directors meetings	June 2002	Director and Chairman	
		15/15 (100%)	June 2002	
	Attendance at Audit and Supervisory Committee meetings	Apr. 2003	General Manager of International Department	
		—	Oct. 2013	
		June 2014	Representative Director, Vice Chairman	
[Reasons for nomination as candidate for Director] Nobuhiko Fujimori has served as Representative Director, Vice President of the Company and has experience and achievements as a corporate manager. Furthermore, he has extensive knowledge about finance and overseas business. Therefore, the Company believes that he will contribute to the management and audit of the Company and has nominated him as a candidate for Director who is an Audit and Supervisory Committee Member.				
2	Manabu Sakai (July 13, 1949)	Apr. 1974	Joined Daiichi Pharmaceutical Co., Ltd. (currently Daiichi Sankyo Co., Ltd.) Formulation Research Department, Research Laboratory	1,964 shares
	Reelection	June 2005	Corporate Officer and Vice President of Corporate Business Management Department	
	Number of years in office as a Director who is an Audit and Supervisory Committee Member	Sept. 2005	Corporate Officer and Vice President of Corporate Business Management Department of Daiichi Sankyo Co., Ltd.	
		6 years	Apr. 2010	
	Attendance at Board of Directors meetings	Apr. 2012	Senior Executive Officer and Head of Management Division	
		15/15 (100%)	June 2013	
	Attendance at Audit and Supervisory Committee meetings	June 2014	Representative Director, Member of the Board, Executive Vice President and Head of Corporate Management Division	
		15/15 (100%)	July 2015	
		June 2018	Outside Director who is an Audit and Supervisory Committee Member of the Company (current position)	
	[Reasons for nomination as candidate for outside Director and outline of expected role] Manabu Sakai has many years of experience and insight in research and development and corporate management. The Company has nominated him as a candidate for Outside Director because it expects to utilize that extensive knowledge and experience in the management, audits, etc. of the Company. The Company judges he will appropriately fulfill his duties as an Outside Director who is an Audit and Supervisory Committee Member based on the above reasons.			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
3	<p>Satoko Takeuchi (March 17, 1975)</p> <p>Reelection</p> <p>Number of years in office as an outside Director who is an Audit and Supervisory Committee Member 1 year</p> <p>Attendance at Board of Directors meetings 11/11 (100%)</p> <p>Attendance at Audit and Supervisory Committee meetings 11/11 (100%)</p>	<p>Apr. 1997 Joined ForeSight & Company</p> <p>May 2006 Joined DeNA Co., Ltd.</p> <p>Dec. 2007 Joined ForeSight & Company</p> <p>Apr. 2016 Junior Associate Professor of Business Breakthrough University</p> <p>Apr. 2017 Director of ForeSight & Company (current position)</p> <p>Oct. 2017 Director of Association for Testing Problem Solving Capabilities (current position)</p> <p>Oct. 2022 Associate Professor of Business Breakthrough University (current position)</p> <p>June 2023 Outside Director who is an Audit and Supervisory Committee Member of the Company (current position)</p>	217 shares
<p>[Reasons for nomination as candidate for outside Director and outline of expected role]</p> <p>Satoko Takeuchi has many years of experience and a high level of expertise in business strategy and human resource development as a management consultant. The Company has nominated her as a candidate for outside Director because it expects that she will utilize her extensive knowledge and experience in the management, audits, etc. of the Company. The Company judges she will appropriately fulfill her duties as an Outside Director who is an Audit and Supervisory Committee Member based on the above reasons.</p>			

- (Notes)
1. There is no special interest between any of the candidates and the Company.
 2. Manabu Sakai and Satoko Takeuchi are candidates for outside Director. Furthermore, they satisfy the requirements for independent officers as provided for by Tokyo Stock Exchange, Inc. The Company has submitted notification to Tokyo Stock Exchange, Inc. that the two outside Directors are independent officers. If their reelection is approved, the Company plans for their designation as independent officers to continue.
 3. Manabu Sakai and Satoko Takeuchi are currently outside Directors of the Company, and at the conclusion of this meeting, their tenures as outside Directors will have been six years for Manabu Sakai and one year for Satoko Takeuchi.
 4. Pursuant to Article 427, paragraph (1) of the Companies Act and Article 31 of the Company's Articles of Incorporation, the Company has entered into an agreement with Manabu Sakai and Satoko Takeuchi to limit their liability for damages under Article 423, paragraph (1) of the Companies Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under Article 425, paragraph (1) of the Companies Act. If their reelection is approved, the Company plans to renew the aforementioned agreements with them.
 5. In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy whose content is summarized below. Each of the candidates for Director is already an insured under the policy. If each candidate is elected and assumes the office as Director, they will continue to be the insureds of the policy. The policy is scheduled to be renewed in October 2024.

[Summary of the Policy]

(i) Scope of insureds

Officers of the Company and affiliated companies in which the Company holds more than 50% of their shares (including Directors, Directors who are Audit and Supervisory Committee Members, Auditors, etc. and those appointed after the policy was issued)

(ii) Actual portion of insurance premiums borne by the insureds

Insurance premiums are borne in full by the Company, and the insureds do not bear any of the premiums.

(iii) Summary of insurance incidents covered

The policy covers losses that may arise from the insured's assumption of liability incurred in the course of the performance of duties, or receipt of claims pertaining to the pursuit of such liability.

(iv) Measures to ensure that the proper performance of duties of officers, etc., is not impaired

However, there are certain reasons for coverage exclusion, such as performance of an illegal act with full knowledge of its illegality of the insureds.

[Skill Matrix]

Name	Corporate Management	Manufacturing Development	Sales Marketing	Financing Accounting Judicial Affairs	Environment ESG	Internationalization Diversity
Akihiko Fujimori	○	○	○		○	
Taku Shimoda	○	○	○			○
Eishi Fuyama	○	○			○	○
Michihiko Sato			○	○	○	○
Norihiro Kusaka	○	○	○		○	
Kumi Izawa		○	○	○	○	
Nobuhiko Fujimori	○		○	○		○
Manabu Sakai	○	○		○	○	
Satoko Takeuchi			○	○	○	○

*The above list shows four areas of expertise and experience of each Director and candidate for Director that the Company considers to be particularly important.