Reference Documents for General Meeting of Shareholders

Proposals and references

Proposal No. 1 Appropriation of Surplus

Our Nippon Kayaku Group regards profit return to our shareholders as important. In our mid-term business plan "***KAYAKU Vision 2025*** (***KV25***)" period that has started from our fiscal year 2022, we have targeted a dividend payout ratio of 40% or higher, and retain our progressive dividend policy, taking stable and continuous profit return and sufficiency of retained earnings into consideration. Furthermore, while securing sufficient retained earnings, we will flexibly acquire treasury stocks as part of our profit return. Retained earnings will be allocated to R&D investments, capital investments and other investments in order to achieve sustainable growth for future development.

Based on this policy, the Company proposes the appropriation of surplus for this fiscal year as follows.

1. Matters related to the year-end dividend

(1) Type of dividend property

Cash

(2) Allotment of dividend property to shareholders and the total amount

Dividends 37.50 yen per common share of Company stock

Total amount 5,995,956,263 yen

(3) Effective date of appropriation of surplus

June 27, 2025

Since the Company has already paid 22.50 yen per 1 share as interim dividend, the annual dividend amount for this fiscal year will be 60.00 yen per common share.

2. Other matters related to distribution of surplus

(1) Matters related to increasing surplus and the total amount

Retained earnings brought forward 25,000,000,000 yen

(2) Matters related to decreasing surplus and the total amount

General reserve 25,000,000,000 yen

Proposal No. 2 Election of Nine (9) Directors

The terms of office of all ten (10) Directors will expire at the closing of this Ordinary General Meeting of Shareholders. Accordingly, we hereby propose to elect nine (9) Directors below, who consist of seven (7) candidates for re-election and two (2) candidates for new election.

(The list of candidates for Directors)

Candidate number	Name	Current Position and Responsibilities in Company	Attribute Information for Company (New Election) (Independent) (Outside)	Attendance at Board of Directors meeting during the fiscal year
1	Shigeyuki Kawamura	Managing Director Member of board of Directors		14 of 14 meetings (100%)
2	Hiroshi Shimada	Managing Director Member of board of Directors		11 of 11 meetings (100%)
3	Shinji Inoue	Managing Director Member of board of Directors		11 of 11 meetings (100%)
4	Makoto Takeda	Managing Director Member of board of Directors		11 of 11 meetings (100%)
5	Yasuyuki Fujishima	Outside Director Member of board of Directors	(Independent) (Outside)	13 of 14 meetings (92%)
6	Seiichi Fusamura	Outside Director Member of board of Directors	(Independent) (Outside)	13 of 14 meetings (92%)
7	Ikuko Akamatsu	Outside Director Member of board of Directors	(Independent) (Outside)	14 of 14 meetings (100%)
8	Yasuhito Kato	Managing Director	(New Election)	-
9	Mitsuhiro Tsubakimoto		(New Election) (Independent) (Outside)	-

(Notice) The records of attendance of Messrs. Hiroshi Shimada, Shinji Inoue and Makoto Takeda are based on only the Board of Directors meetings held after they have been appointed as a director on June 26, 2024.

(Independence Standards and Qualification for Outside Officers)

The Company has set for the following independence standards of outside officers (Outside Directors and Outside Audit & Supervisory Board Members). The outside officer concerned is judged to be independent of the Company if he or she does not constitute any of the following conditions.

(1) A supplier who sees the Company and important subsidiaries of the Company (hereafter, collectively "Company Group") as a main customer, or a person who is an executive director,

executive officer, or other employee of the parent company or main subsidiaries of that supplier (hereafter collectively "Executive");

(2) A main customer of the Company or an Executive of such customer;

(3) An Executive of a main financial institution from which the Company borrows or the parent or a subsidiary of that financial institution;

(4) An attorney, certified public accountant (CPA), licensed tax accountant or other consultant who has received funds or other assets exceeding a certain amount, other than officer remuneration, from the Company Group (if such funds or assets are received by a corporation, association or other organization, a person who belongs to such organization);

(5) A person who has received donations or aid exceeding 10 million yen a year from the Company (if such donation or aid is received by a corporation, association or other organization, an Executive who belongs to such organization);

(6) A main shareholder of the Company Group or an Executive of such shareholder;

(7) A company that has accepted directors from the Company Group or an Executive of the parent company or a subsidiary of such company;

(8) A person who constituted (1) through (7), above, in the past five years;

(9) The spouse or close relatives within the second degrees when a person who falls under (1) to (8) above is in an important position; or

(10) The spouse or close relatives within the second degrees when a person is a director, executive officer or manager of the Company or a subsidiary of the Company.

(Notes)

1. "Important subsidiaries of the Company" in (1) refer to subsidiaries that comprise 20% or more of any one of the Company's (non-consolidated) sales, total assets, income, or borrowings in the most recent fiscal year.

   "A supplier who sees the Company Group as a main customer" in (1) refers to a "supplier who received payment of 2% or more of that entity's annual consolidated sales for the most recent fiscal year from the Company Group."

2. "A main customer of the Company" in (2) refers to "a customer who paid the Company 2% or more of the Company's annual consolidated sales for the most recent fiscal year."

3. "Main financial institution" in (3) refers to "an entity that lends an amount equaling 2% or more of the Company's consolidated assets for the most recent fiscal year to the Company.

4. "A certain amount" in (4) refers to whichever is higher "10 million yen a year" or "2% of the annual sales of an attorney and or the corporation, association or other organization to which the attorneys belong.

5. "Main shareholder" in (6) refers to a shareholder who holds 10% or more of the voting rights (including both direct and indirect ownership).

6. "A person in an important position" in (9) refers to employees who are directors (excluding outside directors), executive officers, persons responsible for operational execution, or upper level management of department manager or above, as well as attorneys affiliated with the law firm who have a position of partner and employee or higher; CPAs affiliated with the

accounting firm who have a position of partner and employee or higher; trustees, directors, auditors, or other officers affiliated with a foundation, incorporated organization, educational corporation or other corporation; and other persons reasonably and objectively judged to be of similar importance.

The candidates for Director are as follows.

(Re-election)

Candidate number	Name (Date of birth)	Brief biographical outlines, position and responsibility in Company, and significant concurrent positions		Number of shares of Company owned by Candidate
1 Re-election	Shigeyuki Kawamura (June 30, 1963)	April 1987 June 2008 June 2010 June 2016 June 2019 June 2020 April 2021 June 2021 April 2022 June 2023	Joined Company General Manager of Purchasing Division, Himeji Plant General Manager of Planning and Purchasing Division, Himeji Plant Chairman & General Manager of Kayaku Safety Systems (Huzhou) Co., Ltd. General Manager of Strategic Planning Division, Safety Systems Group Directors, Company Deputy Director of Safety Systems Group and General Manager of Strategic Planning Division, Safety Systems Group Senior Director Head of Safety Systems Group Managing Director (current) Member of the board of Directors (current) In charge of Mobility & Imaging Business Unit, Head of Safety Systems Group (current)	21,886 Number of years as Member of the Board 2 years
	[Special interests between Company and the above candidate] None [Reason for selection as a candidate for Director] Mr. Shigeyuki Kawamura has been engaged in the plant management sector, leading the safety systems business for many years and currently serving as a Member of the Board of Directors and Managing Director. The Company continuously selected him as a candidate for a Director since he has extensive global experience such as being engaged in management of overseas subsidiaries and has advanced knowledge of the overall business of the Company.			

Candidate number	Name (Date of birth)	Brief biographical outlines, position and responsibility in Company, and significant concurrent positions		Number of shares of Company owned by Candidate
2 Re-election	Hiroshi Shimada (June 4, 1965)	April 1989 June 2008 June 2018 June 2020 June 2021 April 2023	Joined Company Managing Director of Euro Nippon Kayaku GmbH President, Representative Director of NIPPONKAYAKU FOOD TECHNO CO., LTD. General Manager of Specialty Chemicals, International & IVD Division, Pharmaceuticals Group Directors, Company General Manager of Planning & Coordination Division, Pharmaceuticals Group Managing Director (current)	22,885 Number of years as Member of the Board 1 year

		June 2023	In charge of Life Science Business Unit, Head of Pharmaceuticals Group (current)	
		June 2024	Member of the board of Directors (current)	
	[Special interests between Company and the above candidate] None [Reason for selection as a candidate for Director] Mr. Hiroshi Shimada has been in charge of the Pharmaceuticals Group for many years and currently serving as a Member of the Board of Directors and Managing Director. The Company continuously selected him as a candidate for a Director since he has extensive experience such as being engaged in management both domestic and overseas subsidiaries and has advanced knowledge of overall management.			
Candidate number	Name (Date of birth)	Brief biographical outlines, position and responsibility in Company, and significant concurrent positions		Number of shares of Company owned by Candidate
3 Re-election	Shinji Inoue (February 6, 1966)	April 1988	Joined Company	35,635 Number of years as Member of the Board 1 year
		December 2011	Chairman & General Manager of Shanghai KAYAKU International Trading Co., Ltd.	
		June 2018	General Manager of Color Materials Division, Functional Chemicals Group	
		June 2020	Directors, Company	
		April 2023	Senior Director	
		June 2023	Head of Functional Materials Group, Fine Chemicals Business Unit	
		June 2024	Member of the board of Directors (current) Managing Director (current) In charge of Fine Chemicals Business Unit (current)	
	[Special interests between Company and the above candidate] None [Reason for selection and as a candidate for Outside Director and overview of expected role] Mr. Shinji Inoue has been engaged in the Functional Chemicals business for many years and currently serving as a Member of the Board of Directors and Managing Director. The Company continuously selected him as a candidate for a Director since he has extensive global experience such as being engaged in management of overseas subsidiaries and has advanced knowledge of overall management.			
Candidate number	Name (Date of birth)	Brief biographical outlines, position and responsibility in Company, and significant concurrent positions		Number of shares of Company owned by Candidate
4 Re-election	Makoto Takeda (July 17, 1964)	April 1988	Joined Company	14,250 Number of years as Member of the Board 1 year
		June 2013	General Manager of Secretarial Division, Strategic Corporate Planning Group	
		June 2020	General Manager of Human Resources Management Division, Administration Group	
		June 2021	General Manager of General Affairs & Human Resources Division, Administration Group	
		April 2022	Directors, Company	
		April 2023	Senior Director	
		June 2023	General Manager of Human Resources Division	
		June 2024	Member of the board of Directors (current) Managing Director (current) In charge of Human Resources Division, Legal Affairs Division, General Affairs Division, Secretarial Division and Internal Control Management Division (current)	
	[Special interests between Company and the above candidate] None [Reason for selection and as a candidate for Outside Director and overview of expected role] Mr. Makoto Takeda has been in charge of Strategic Corporate Planning Group and Human Resources Management Division for many years and currently serving as a Member of the Board of Directors and Managing Director. The Company continuously selected him as a candidate for a Director since he has extensive experience and has advanced knowledge of overall management.			

Candidate number	Name (Date of birth)	Brief biographical outlines, position and responsibility in Company, and significant concurrent positions		Number of shares of Company owned by Candidate
5 Re-election Independent Outside	Yasuyuki Fujishima (March 25, 1947)	July 1969 July 1997 July 1998 June 2002 November 2002 April 2003 October 2005 April 2008 August 2010 June 2016 August 2017 November 2018	Joined Ministry of International Trade and Industry (presently Ministry of Economy, Trade and Industry). Economic Planning Agency Representative to the Economic Planning Agency Bank of Japan Policy Board Japan Ambassador Extraordinary and Plenipotentiary to Panama, Ministry of Foreign Affairs Managing Executive Officer, Nissho Iwai Corp. (presently Sojitz Corp.) Outside Director, Wacom Co., Ltd. Senior Managing Executive Officer, Member of Board of Directors, Nissho Iwai Corp. Representative Director and Senior Managing Executive Officer, Sojitz Corp. Executive Vice President, Sojitz Corp. Representative Director, President, Mutual Service Aid Guarantee Corporation Member of the board of Directors, Company (current) Representative Director, President, Ceremonial Occasions Research Institute, Inc. Chairperson of Human Resources Development & Employment Organization (current)	9,000 Number of years as Member of the Board 9 years
	[Special interests between Company and the above candidate] None [Reason for selection as a candidate for Outside Director and overview of expected role] The Company continuously selected Mr.Yasuyuki Fujishima as a candidate for Outside Director to make recommendations about overall business of the Company since he has extensive experience and knowledge as a management executive of general trading company. The Company expects him to perform the role of supervising management from an objective standpoint based on his management experience at other companies.			

Candidate number	Name (Date of birth)	Brief biographical outlines, position and responsibility in Company, and significant concurrent positions		Number of shares of Company owned by Candidate
6 Re-election Independent Outside	Seiichi Fusamura (March 18, 1947)	July 1971 June 1998 December 2001 October 2006 December 2009 January 2011 March 2012 April 2012 June 2012	Assistant Judge of Kyoto District Court Director-General of Judicial System and Research Dept., Minister's Secretariat, Ministry of Justice Director-General of the Civil Affairs Bureau, Ministry of Justice President of the Saitama District Court President of the Sendai High Court President of the Nagoya High Court Retired from High Court Public member of Tokyo Metropolitan Government Labor Relations Commission (Deputy Chairperson) Outside Audit & Supervisory Board Member of Nippon Paper Industries Co., Ltd. Registered Lawyer	0 Number of years as Member of the Board

		January 2013	Chairperson of Public Security Examination Commission	5 years
		August 2013	Chairperson of Tokyo Metropolitan Government Labor Relations Commission	
		June 2016	Outside Audit & Supervisory Board Member of The Bank of Yokohama, Ltd.	
		June 2020	Outside Audit & Supervisory Board Member of Concordia Financial Group, Ltd. (current)	
			Member of the board of Directors, Company (current)	
	[Special interests between Company and the above candidate] None [Reason for selection and as a candidate for Outside Director and overview of expected role] The Company continuously selected Mr. Seiichi Fusamura as a candidate for Outside Director to make recommendations about the overall business of the Company since he has extensive experience and knowledge as a legal expert at the judicial branch although he has not been involved in the management of the company. The Company expects him to perform the role of supervising management from an independent and objective standpoint of Member of the board of Directors.			

Candidate number	Name (Date of birth)	Brief biographical outlines, position and responsibility in Company, and significant concurrent positions		Number of shares of Company owned by Candidate
7 Re-election Independent Outside	Ikuko Akamatsu (February 27, 1968)	January 1995	Joined Showa Ota & Co. (presently Ernst & Young ShinNihon LLC) (Left in October 2010)	0 Number of years as Member of the Board 2 years
		April 1997	Registered as Certified Public Accountant	
		April 2008	Registered as Certified Fraud Examiner	
		December 2010	Chief Researcher, Management Training and Consulting Division, Institute of Management, SANNO University	
		April 2019	Senior Researcher, Management Training and Consulting Division, Institute of Management, SANNO University	
		July 2019	Board Director, The Japanese Institute of Certified Public Accountants (current)	
		June 2020	Outside Director of CAWACHI LIMITED	
			Outside Audit & Supervisory Board Member of Toyo Seikan Group Holdings, Ltd. (current)	
		June 2022	Outside Director of Mitsubishi UFJ Securities Holdings Co., Ltd. (Audit & Supervisory committee member) (current)	
		June 2023	Member of the board of Directors, Company (current)	
	[Special interests between Company and the above candidate] None [Reason for selection as a candidate for Outside Director and overview of expected role] The Company has continuously selected Ms. Ikuko Akamatsu as a candidate for an Outside Director to make recommendations about overall business of the Company since she has extensive experience and knowledge as a Certified Public Accountant and Certified Fraud Examiner although she has not been directly involved in business management. The Company expects her to provide appropriate advice and perform the role of supervising the management from an independent and objective standpoint.			

(New Candidate)

<table>
<tr><th>Candidate number</th><th>Name
(Date of birth)</th><th colspan="2">Brief biographical outlines, position and responsibility in Company, and significant concurrent positions</th><th>Number of shares of Company owned by Candidate</th></tr>
<tr><td rowspan="2">8

New</td><td rowspan="2">Yasuhito Kato
(March 3, 1965)</td><td>April 1990
June 2016

June 2019
June 2021
April 2024

June 2024
April 2025</td><td>Joined Company
General Manager of Agrochemicals Laboratories
Head of Agrochemicals Group
Directors, Company
Senior Director
Head of Agrochemicals Group, Life Science Business Unit
In charge of Technology Unit (current)
Managing Director (current)</td><td>16,631

Number of years as Member of the Board

-</td></tr>
<tr><td colspan="3">[Special interests between Company and the above candidate] None
[Reason for selection as a candidate for Director]
Mr. Yasuhito Kato has been in charge of the Agrochemicals Group for many years and currently serving as a Managing Director. The Company newly selected him as a candidate for a Director since he has extensive experience and advanced knowledge of overall management.</td></tr>
<tr><td rowspan="2">9

New
Independent
Outside</td><td rowspan="2">Mitsuhiro Tsubakimoto
(Oct 15, 1959)</td><td>April 1983

April 2012

April 2016

April 2018

April 2021

April 2022

March 2023
December 2024</td><td>Joined TOMEN Corporation (presently Toyota Tsusho Corporation)
Assistant to the Executive Directors, Overseas Regional Operations, Toyota Tsusho Corporation
Regional Chief Operating Officer for East Asia Chairman of Toyota Tsusho (China) Co., Ltd. Toyota Tsusho Corporation
Managing Executive Officer
Chief Division Officer of Chemicals & Electronics Division, Toyota Tsusho Corporation
Asia Pacific, President of Toyota Tsusho Asia Pacific Pte. Ltd
President of Toyota Tsusho Singapore, Inc. Toyota Tsusho Corporation
Senior Executive Officers (At the level of Senior Managing Executive Officer) Toyota Tsusho Corporation
Retiring Toyota Tsusho Corporation
President, Representative Director of Nippon Quaker Chemical, Ltd (current)</td><td>Number of shares of Company owned by Candidate

0

Number of years as Member of the Board

-</td></tr>
<tr><td colspan="3">[Special interests between Company and the above candidate] None
[Reason for selection and as a candidate for Outside Director and overview of expected role]
The Company newly selected Mr. Mitsuhiro Tsubakimoto as a candidate for Outside Director to make recommendations about overall business of the Company since he has extensive global experience such as being engaged in management of overseas subsidiaries and has knowledge as a management executive of a general trading company. The Company expects him to perform the role of supervising management from an objective standpoint based on his management experience at other the companies.</td></tr>
</table>

(Notes)

1. Messrs. Yasuyuki Fujishima, Seiich Fusamura, Ms. Ikuko Akamatsu and Mr. Mitsuhiro Tsubakimoto are candidates for Outside Director as prescribed in Article 2, paragraph (3), item (vii) of the Ordinance for Enforcement of the Companies Act. The Company has registered with Messrs. Yasuyuki Fujishima, Seiichi Fusamura and Ms. Ikuko Akamatsu as Independent Officers stipulated in the Securities Listing Regulations of the Tokyo Stock Exchange. If Mr. Mitsuhiro Tsubakimoto is elected, Company will register him as Independent Officers on Tokyo Stock Exchange.

2. The number of years since Mr. Yasuyuki Fujishima became Outside Directors of Company is nine (9) years at the conclusion of this general meeting. The number of years since Mr. Seiichi Fusamura became Outside Directors of Company is Five (5) years at the conclusion of this general meeting. The number of years since Ms. Ikuko Akamatsu became Outside Directors of Company is two (2) years at the conclusion of this general meeting.

3. Ms. Ikuko Akamatsu is scheduled to be appointed as an Outside Audit & Supervisory Board Member of BROTHER INDUSTRIES, LTD. at the 133rd Ordinary General Meeting of Shareholders to be held on June 25, 2025. She is also scheduled to step down from her position as a Board Member of The Japanese Institute of Certified Public Accountants in July 2025. .

4. Messrs. Yasuyuki Fujishima, Seiichi Fusamura and Ms. Ikuko Akamatsu have entered into a contract with the Company to limit the liability for damages as prescribed in Article 423, paragraph (1) of the Companies Act, and such amount of limitation of liability based on such contract shall be amount prescribed in the Companies Act and if they are re-elected, the Company will continue the contract as before. If Mr. Mitsuhiro Tsubakimoto is elected, the Company will enter into the same contract with him to limit the liability.

   (Summary of Contracts for Limitation of Liability)
   In the event that Outside Director causes damage to the Company due to his/her negligence, if he/she performs his/her duties in a good faith and without gross negligence, the liability of such Outside Director shall be limited to the amount as prescribed in Article 425, paragraph (1) of the Companies Act.

5. The Company has entered into a directors and officers liability insurance agreement prescribed in Article 430-3, Paragraph (1) of the Companies Act with the insurance company, and that agreement is designed to cover damages that may be incurred by the insured as a result of assuming responsibility for the execution of their duties or receiving claims related to the pursuit of such responsibility. Candidates will be included as insured under the insurance agreement. The insurance agreement was renewed in February 2025 with the same contents as before, and the Company plans to renew the insurance agreement with the same contents at the next renewal after one year has passed.

6. The shares owned by the candidates include those held through the stock ownership association.

Proposal No. 3 Election of One (1) Member of the Audit & Supervisory Board

The terms of office of Ms. Megumi Machida, a member of the Audit & Supervisory Board, will expire at the closing of this Ordinary General Meeting of Shareholders. Accordingly, we hereby propose to newly elect one (1) member of the Audit & Supervisory Board.

The Company has already obtained the consent of the Audit & Supervisory Board with respect to this proposal.

The new candidate for member of the Audit & Supervisory Board is as follows.

(New Candidate)

<table>
<tr><th>Name
(Date of birth)</th><th colspan="2">Brief biographical outlines, position in Company, and significant concurrent positions</th><th>Number of shares of Company owned by Candidate</th></tr>
<tr><td rowspan="3">Nagafumi Saito
(Sep 25, 1965)

New</td><td>April 1992
August 2012

June 2014

May 2016

April 2018

May 2022</td><td>Joined Company
General Manager of Technical Dept., Color Materials Division, Functional Chemicals Group
Chairman & General Manager of ZHAOYUAN ADVANCED KAYAKU CHEMICAL CO., LTD.
General Manager of Administration Dept., Functional Materials Division, Functional Chemicals Group
General Manager of Quality Assurance Dept., Functional Materials Division, Functional Chemicals Group
President, Representative Director of NIKKA FINE TECHNO CO., LTD. (current)</td><td>4,137

Number of years as Member of Audit & Supervisory Board

-</td></tr>
<tr><td colspan="3">[Special interests between Company and the above candidate] None
[Reason for selection as a candidate for an Audit & Supervisory Board Member]
Mr. Nagafumi Saito has been engaged in the Functional Chemicals Group for many years. The Company has newly selected him as a candidate for an Audit & Supervisory Board member since he has extensive experience such as being engaged in management both domestic and overseas subsidiaries and has advanced knowledge of the overall business of the Company.</td></tr>
</table>

(Notes)

1. Mr. Nagafumi Saito, a candidate for Audit & Supervisory Board Member, is scheduled to resign from his position as President and Representative Director of NIKKA FINE TECHNO CO., LTD. a subsidiary of the Company, on the condition that Proposal No. 3 Election of One (1) Member of the Audit & Supervisory Board is approved as originally proposed.

2. If Mr. Nagafumi Saito is elected, the Company will enter into a contract with him to limit the liability for damages as prescribed in Article 423, paragraph (1) of the Companies Act.

   (Summary of Contracts for Limitation of Liability)
   In the event that Audit & Supervisory Board Member causes damage to the Company due to his/her negligence, if he/she performs his/her duties in a good faith and without gross negligence, the liability of such member of the Audit & Supervisory Board shall be limited to the amount as prescribed in Article 425, paragraph (1) of the Companies Act.

3. The Company has entered into a directors and officers liability insurance agreement prescribed in Article 430-3, Paragraph (1) of the Companies Act with the insurance company, and that agreement is designed to cover damages that may be incurred by the insured as a result of assuming responsibility for the execution of their duties or receiving claims related to the pursuit of such responsibility. Candidates will be included as insured under the insurance agreement. The insurance agreement was renewed in February 2025 with the same contents as before, and the Company plans to renew the insurance agreement with the same contents at the next renewal after one year has passed.

4. The Shares owned by the candidates includes those held through the stock ownership association.

【Reference】Skills Matrix of Members of the Board of Directors and Audit & Supervisory Board Members after this Ordinary General Meeting of Shareholders.

The Nomination and Remuneration Advisory Committee specifies skills considered universally necessary and skills necessary for Company-wide Material Issues Initiatives (the M-CFT activities) that form the cornerstones of ***KV25*** for Group directors and Audit & Supervisory Board members, and discloses these as a Skills Matrix, which is reported to the Board of Directors.

Name	Position	Gender	Corporate Management	International Experience	Finance Accounting Tax	Regal Compliance	Risk Management	Business Strategy Marketing	Personnel Labor Affairs Human Resources Development	Reseach & Development	Manufacturing Quality Management	ESG Sustainability	IT・DX (Digital Transfomation)
Shigeyuki Kawamura	President Representative Director	Male	◎	◎		○	○	◎			○		
Hiroshi Shimada	Representative Director Representative Senior Managing Director	Male	◎	○			○	◎					○
Shinji Inoue	Member of the Board of Directors Managing Director	Male	◎	◎			○	◎				○	
Makoto Takeda	Member of the Board of Directors Managing Director	Male	○			○			◎			○	
Yasuhito Kato	Member of the Board of Directors Managing Director	Male	○	◎				◎		◎	○	○	○
Yasuyuki Fujishima	Member of the Board of Directors Outside Director	Male	○	◎				○					○
Seiichi Fusamura	Member of the Board of Directors Outside Director	Male				◎			○				
Ikuko Akamatsu	Member of the Board of Directors Outside Director	Female	○		◎	◎						◎	
Mitsuhiro Tsubakimoto	Member of the Board of Directors Outside Director	Male	◎	◎				◎				○	
Nagafumi Saito	Standing Audit & Supervisory Board Member	Male	◎	○						◎	◎		
Yoichiro Wada	Full-time Audit & Supervisory Board Member	Male	○	◎					○				
Ichiro Wakasa	Outside Audit & Supervisory Board Member	Male	◎				◎		○			○	
Atsushi Iwasaki	Outside Audit & Supervisory Board Member	Male	◎		◎		◎					○	
Kyoichi Toriyama	Outside Audit & Supervisory Board Member	Male		◎		◎						○	

Note: 1. Skills possessed based on each person's expertise, knowledge, experience, and abilities are indicated with ○, and skills with more than 3 years of hands-on experience are indicated with ◎.

2. The matters to Company-wide Material Issues Initiatives (the M-CFT activities) are available at the Company's website below:
(https://www.nipponkayaku.co.jp/english/sustainability/management/materiality/)

- End -