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Securities Code: 6464
March 10, 2025

To Shareholders with Voting Rights:

Noboru Yamamoto
Director
TSUBAKI NAKASHIMA CO., LTD.
19, Shakudo, Katsuragi, Nara, Japan

NOTICE OF THE 19th ANNUAL SHAREHOLDERS' MEETING

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

This is to notify you that the 19th Annual Shareholders' Meeting (the "Meeting") of TSUBAKI NAKASHIMA CO., LTD. (the "Company") will be held for the purposes as described below.

In convening the Meeting, we have taken electronic provision measures and have posted the matters subject to electronic provision measures as "Notice of Convocation Annual General Meeting 2025" on the following website on the Internet.

[Company's website] https://www.tsubaki-nakashima.com/en/ir/meeting/

In addition to the above, the matters subject to electronic provision measures are also posted on the following website on the Internet. Please access the following website, search for the information by entering "TSUBAKI NAKASHIMA" in "Issue name (company name)" or "6464" in "Code," and select "Basic information" and then "Documents for public inspection/PR information."

[TSE website (Listed Company Search)]
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

If you exercise your voting rights via the Internet or in writing, please review the Reference Documents for the Shareholders' Meeting described below, and by following the "Guidance for Exercise of Voting Rights" described on pages 3 through 4, exercise your voting rights either by accessing the voting website designated by the Company (https://evote.tr.mufg.jp/) (in Japanese) and entering your approval or disapproval of the proposals, or by indicating your approval or disapproval of the proposals on the enclosed Voting Rights Exercise Form and returning it by mail, no later than 6:00 p.m. on Monday, March 24, 2025, Japan time.

1. **Date and Time:** Tuesday, March 25, 2025 at 10:00 a.m. Japan time (Reception begins at 9:00 a.m. Japan time)
2. **Place:** Ball Room TSURU, 5th floor, Hotel Nikko Osaka located at 1-3-3, Nishi-Shinsaibashi, Chuo-ku, Osaka-shi, Osaka, Japan
3. **Meeting Agenda:**

Matters to be reported:

1. Business Report, Consolidated Financial Statements for the Company's 19th Fiscal Year (January 1, 2024 – December 31, 2024) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit Committee
2. Non-consolidated Financial Statements for the Company's 19th Fiscal Year (January 1, 2024 – December 31, 2024)

Proposals to be resolved:

Proposal 1: Appropriation of Surplus
Proposal 2: Election of Seven (7) Directors

- When attending the Meeting in person, please submit the enclosed Voting Rights Exercise Form at the reception. Please also bring this Notice with you to save resources.
- Please note that no souvenirs will be distributed to the attendees of the shareholders' meeting. We appreciate your understanding.
- If there are any amendments to the matters subject to electronic provision measures, they will be posted on each website mentioned above.
- In addition, if there is any other information to be notified to shareholders, it will be posted on the Company's website (https://www.tsubaki-nakashima.com/en/). Please check the latest information on the Company's website as appropriate.
- The following matters are not included in the documents to be delivered to shareholders who have requested the delivery of documents in paper form pursuant to the laws and regulations and Article 15, Paragraph 2 of the Company's Articles of Incorporation. The Audit Committee and the Accounting Auditor have audited the documents that are subject to be audited, including the following matters.

Business Report • Matters Regarding Shares of the Company • Matters Regarding Share Acquisition Rights, etc. of the Company • Status of Accounting Auditor • Basic Policy For Creating Internal Control System and Overview of Its Operation Consolidated Financial Statements • Consolidated Statements of Financial Position • Consolidated Statements of Profit or Loss and Other Comprehensive Income (Loss) • Consolidated Statements of Changes in Equity • Notes to Consolidated Financial Statements	Non-consolidated Financial Statements • Balance Sheet • Statements of Profit or Loss • Statements of Changes in Equity • Notes to Non-consolidated Financial Statements Audit Report • Accounting Auditor's Audit Report on Consolidated Financial Statements • Accounting Auditor's Audit Report on Non-consolidated Financial Statements • Audit Committee's Audit Report

Guidance for Exercise of Voting Rights

Voting rights at shareholders' meetings are important rights of shareholders.
Options for exercising your voting rights are outlined below. Please consider the Reference Documents for the Shareholders' Meeting described below and exercise your voting rights.

Exercise your voting rights in advance

Exercise of voting rights via the Internet

Please access the voting website and exercise your voting rights no later than 6:00 p.m. on Monday, March 24, 2025, Japan time. (Please see the next page for detailed guidance for exercise of voting rights via the Internet.)

Exercise of voting rights by mail

Please indicate your approval or disapproval of the proposals on the enclosed Voting Rights Exercise Form and return it by mail so that it will reach us no later than 6:00 p.m. on Monday, March 24, 2025, Japan time.

If there is no indication on the Voting Rights Exercise Form of your approval or disapproval for the proposals, it will be treated as an indication of approval.

If you attend the Meeting in person

Please bring the enclosed Voting Rights Exercise Form to the venue and submit it at the reception.
Also, please bring this Notice with you.

The Company participates in the electronic voting system platform for institutional investors, which is operated by ICJ, Inc.

Guidance for Exercise of Voting Rights via the Internet

Exercise of your voting rights via the Internet is only possible by using the voting website (https://evote.tr.mufg.jp/) (in Japanese) designated by the Company. (Please note that the website is not accessible from 2:30 a.m. to 4:30 a.m. every day. Also, you may not be able to access it depending on your Internet access environment.)

Deadline of exercise No later than 6:00 p.m. on Monday, March 24, 2025, Japan time

How to read the QR code

(i) Read the QR code
Read "the voting website login QR code for smartphones" at the lower right of the enclosed Voting Rights Exercise Form with your smartphone. You do not need to enter the login ID and password.

(ii) Chose how to exercise your voting rights
Click on the URL displayed to open the voting website.
There are two ways to exercise your voting rights.

- Thereafter, indicate your approval or disapproval of the proposals, following the instructions on the screen.

How to enter the login ID and the temporary password [the voting website (https://evote.tr.mufg.jp/)]

(i) Access the voting website (in case of personal computer)
(a) Click "Go to next page."

(ii) Log in
(b) Enter the "login ID" and "temporary password" indicated at the lower right of the Voting Rights Exercise Form. (c) Click "log in."

- Thereafter, indicate your approval or disapproval of the proposals, following the instructions on the screen.

(Notes)

- Please note that if you have exercised your voting rights both by mailing the Voting Rights Exercise Form and via the Internet, your voting via the Internet will be deemed valid. If you have exercised your voting rights multiple times via the Internet, the last vote will be deemed valid.
- Charges for using the voting website (Internet access fees, communication fees, etc.) shall be borne by shareholders.
- Handling of passwords
  1. A new login ID and a temporary password will be issued and provided to shareholders each time a shareholders' meeting is convened.
  2. Your password is a means to prove that the person exercising the voting rights is the shareholder to whom the voting rights belong. We request you to handle it with care. We do not answer your inquiry about passwords by telephone, etc. We appreciate your understanding.

For inquiries regarding the exercise of voting rights via the Internet (Help Desk)
Securities Transfer Agency Division, Mitsubishi UFJ Trust and Banking Corporation
Tel. 0120-173-027 (toll-free within Japan)
Business hours: from 9:00 a.m. to 9:00 p.m.

Reference Documents for the Shareholders' Meeting

Proposals and References

Proposal 1: Appropriation of Surplus

The Company considers distribution of profits to shareholders and sustainable business development as its top management priority and determines total shareholder payout ratio in view of the optimum balance between shareholder return, appropriate levels of leverage, and the securing of funds of growth. In line with this basic policy, the Company proposes an annual dividend for the fiscal year ended December 31, 2024 of ¥25 per share (including an interim dividend of ¥15 per share), with a year-end dividend as follows, in consideration of financial results for the fiscal year under review and the future business environment.

Matters regarding year-end dividends

1. Type of dividend
   Cash
2. Allocation of dividend and the total amount
   Dividend per share of common shares: ¥10
   Total amount of dividend: ¥398,649,890
3. Effective date for distribution of surplus
   March 26, 2025

Proposal 2: Election of Seven (7) Directors

As the terms of office of all six (6) Directors will expire at the conclusion of this Meeting, the election of seven (7) Directors is proposed.

This proposal was determined by the Nominating Committee meeting held on February 14, 2025. The candidates are as follows:

No.	Name			Positions and responsibilities in the Company	Attendance at Board of Directors meetings (FY2024)	Years served as Director (at the conclusion of this Meeting)
1	Itaru Matsuyama	New appointment	Male	Representative Executive Officer, CEO	-	-
2	Yoichi Ueda	New appointment	Male	Executive Officer, CFO	-	-
3	Anna Dolgikh	New appointment	Female	Executive Officer Chief Human Resources Officer	-	-
4	Keizo Tannawa	Reappointment Outside Independent	Male	Director Chairperson of Nominating Committee Member of Compensation Committee	18/18 meetings (100%)	9 years
5	Noboru Yamamoto	Reappointment Outside Independent	Male	Director Chairperson of Compensation Committee Member of Audit Committee	18/18 meetings (100%)	7 years
6	Tadatomo Kato	Reappointment Outside Independent	Male	Director Member of Nominating Committee Member of Audit Committee	14/14 meetings (100%)	1 year
7	Yuri Kato	New appointment Outside Independent	Female	-	-	-

Notes: 1. Mr. Tadatomo Kato's attendance at the Board of Directors meetings above covers those convened after he was appointed as Director on March 22, 2024.

2. In addition to the above number of the Board of Directors meetings held, there were three written resolutions made, with which it was deemed that the resolutions had been passed at the Board of Directors meeting pursuant to the provisions of Article 370 of the Companies Act and Article 25 of the Company's Articles of Incorporation.

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Career summary</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">1</td><td>Itaru Matsuyama
(January 24, 1979)

New appointment
Male</td><td>Apr. 2001 Joined Boston Consulting Group, Inc.
Jul. 2009 Regional Business Director of DuPont de Nemours, Inc.
Aug. 2017 Director of KKR & Co. Inc.
Jun. 2021 Partner & Director of Boston Consulting Group, Inc.
May 2024 Executive Officer of the Company
Jul. 2024 Representative Executive Officer, CEO of the Company
(Current positions and responsibilities in the Company)
Representative Executive Officer, CEO</td><td>0</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
The candidate has achievements in global business strategies, business management, profitability improvement and business restructuring for such sectors as industrial goods, automobiles, electronics and clean energy in the manufacturing industry and management consulting and private equity sectors in Japan and the United States.
Since assuming the current post, he has led the formulation of a new Mid-Term Business Plan, while at the same time reinforcing the management team, optimizing organizations, reforming management process and governance and strengthening relationships with clients. The Company requests the candidate’s election as a Director so as to have him spearhead the Company’s management as an officer responsible for executing corporate value creation based on the Plan.</td></tr>
<tr><td rowspan="2">2</td><td>Yoichi Ueda
(April 15, 1978)

New appointment
Male</td><td>Apr. 2001 Joined Deloitte Tohmatsu Consulting Co., Ltd. (currently ABeam Consulting Ltd.)
Dec. 2003 Joined SoftBank BB Corp. (currently SoftBank Corp.)
Aug. 2009 Joined Janssen Pharmaceutical K.K. (Johnson & Johnson Group)
Sep. 2019 Finance Director of Janssen Pharmaceutical K.K. (Singapore)
Apr. 2023 Director / Operations Finance, Toshiba Carrier Corporation (currently Carrier Japan Corporation)
Oct. 2024 Executive Officer, CFO of the Company
(Current positions and responsibilities in the Company)
Executive Officer, CFO</td><td>0</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
The candidate has advanced insight into finance and business management, M&As and post-merger integration (PMI) in the telecom and manufacturing sectors, and achievements in taking charge of management control system building, business restructuring, risk management and management of multinational teams for business operations in Asia and Europe at global corporations.
Since assuming the current post, he has been involved in the formulation of a new Mid-Term Business Plan, while at the same time strengthening accounting and financial functions, building business management process and governance and strengthening relationships with financial institutions and investors. The Company requests the candidate’s election as a Director so as to have him promote cash flow management of the Company and build financial discipline, while placing emphasis on dialogue with stakeholders.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Career summary</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">3</td><td>Anna Dolgikh
(January 25, 1975)

New appointment
Female</td><td>Oct. 1996 Joined National Aeronautics and Space Administration
Jan. 1998 Joined Boeing Operations International
Mar. 2000 Joined RRC Telecommunications
Oct. 2000 Joined British American Tobacco p.l.c.
Jul. 2007 HR Director of British American Tobacco Malaysia p.l.c.
Nov. 2008 Executive HR Director in Republic of Korea of British American Tobacco p.l.c.
Oct. 2011 Human Resources Development & Group Organization Development Management / Group Human Resources Manager of British American Tobacco p.l.c.
Aug. 2014 Head of Human Resources in Eastern Europe, Africa and the Middle East Region of British American Tobacco p.l.c.
Jan. 2018 Head of Human Resources in Asia Pacific and Middle East Region of British American Tobacco p.l.c.
Apr. 2019 Head of Human Resources & Organization Development Group of British American Tobacco p.l.c.
Sep. 2020 Senior Vice President, Chief HR & Inclusion Officer of Reynolds American Inc.
Sep. 2024 Executive Officer, Chief Human Resources Officer of the Company
(Current positions and responsibilities in the Company)
Executive Officer, Chief Human Resources Officer</td><td>0</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
The candidate has deep insights into and extensive achievements in advanced organizational strategies for managing diversified workforce and developing business, which were cultivated through her more than 25 years of experience in personnel and labor affairs at various industries in several countries and regions.
The Company requests the candidate’s election as a Director so as to have her play the role of accelerating reform of the Company, as it is currently implementing strategic measures aimed at optimizing human resources strategies and organizations, risk management and human resource-driven business growth.</td></tr>
</table>

No.	Name (Date of birth)	Career summary		Number of shares of the Company held
4	Keizo Tannawa (September 19, 1952) Reappointment Outside Independent Male	Apr. 1978 Jul. 1987 Jul. 1993 Jul. 1997 Feb. 2007 Jun. 2007 Jun. 2010 Jul. 2013 Mar. 2014 Jul. 2014 Sep. 2014 Jun. 2015 Feb. 2016 Mar. 2016 May 2016 Mar. 2017 Jan. 2019 (Current positions and responsibilities in the Company) Director / Chairperson of Nominating Committee / Member of Compensation Committee [Significant concurrent positions] Director of Livesense Inc.	Joined Nippon Kokan Ltd. (currently JFE Steel Corporation) Joined McKinsey & Company Tokyo Office Partner Representative Director and President of Watson Wyatt K.K. (currently Willis Towers Watson) Director of KITO CORPORATION Audit & Supervisory Board Member of Invast Securities Co., Ltd. (currently INV Inc.) Representative Director and President of Towers Watson K.K. (currently Willis Towers Watson) Audit & Supervisory Board Member of Akebono Brake Industry Co., Ltd. Chairman of Towers Watson K.K. (currently Willis Towers Watson) Audit & Supervisory Board Member of ZMP Inc. Senior Advisor of Towers Watson K.K. (currently Willis Towers Watson) Vice Chairman, Board Member of World Wide Fund Japan Director of Invast Securities Co., Ltd. (currently INV Inc.) Advisor of beBit, Inc. Director of the Company Principal Advisor of The iYell Co., Ltd. Director of Livesense Inc. Director of COCON Inc. (currently GMO Cybersecurity by Ierae, Inc.)	0
	[Reason for nomination as candidate for Outside Director and overview of expected role] The candidate has provided advanced and broad-ranging supervision and advice from a general management perspective, offering views on subjects including strategy development, diversity, personnel development, risk management and ESG, at meetings of the Board of Directors, the Nominating Committee, the Compensation Committee and the Audit Committee, based on his extensive experience and broad expertise as a corporate manager and outside director of other companies. As the candidate can be expected to contribute to the improvement of its corporate value, the Company requests the candidate's re-election as an Outside Director.			

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Career summary</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">5</td><td>Noboru Yamamoto
(November 21, 1962)

Reappointment
Outside
Independent
Male</td><td>Apr. 1986 Joined Mazda Motor Corporation
May 1989 Joined Daiwa Securities Co. Ltd.
Feb. 2002 Managing Director of PricewaterhouseCoopers Financial Advisory Services
Apr. 2003 Managing Director of Lazard Frères K.K.
Oct. 2006 Managing Director of Nikko Citigroup Limited (currently Citigroup Global Markets Japan Inc.)
Oct. 2011 Co-head of the Investment Banking Division of BNP Paribas Securities Tokyo
Jun. 2016 Director of Hitachi Koki Co., Ltd. (currently Koki Holdings Co., Ltd.)
Sep. 2016 Representative Partner & CEO of XIB Capital Partners, Inc. (currently XIB Inc.)
Mar. 2018 Director of the Company
Corporate Auditor of Renesas Electronics Corporation
Mar. 2021 Director of Renesas Electronics Corporation
Jan. 2023 Senior Advisor of Bain & Company Japan Incorporated
Mar. 2024 Director of Marelli Holdings Co., Ltd.
(Current positions and responsibilities in the Company)
Director / Chairperson of the Compensation Committee / Member of Audit Committee
[Significant concurrent positions]
Representative Partner & CEO of XIB Inc. / Director of Koki Holdings Co., Ltd. / Director of Renesas Electronics Corporation / Director of Marelli Holdings Co., Ltd.</td><td>0</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Outside Director and overview of expected role]
The candidate has advanced and wide-ranging experience, expert knowledge and vision gained from working at global corporations, and contributes from a broad perspective and with insight to discussions and debates of the Board of Directors, the Audit Committee and the Compensation Committee, based on his experience of having been engaging in a diverse array of businesses. The candidate has been appropriately supervising and supporting management from a multifaceted viewpoint based on global, market, technological trend, corporate strategy, and ESG perspectives. Therefore, the Company requests the candidate’s re-election as an Outside Director.</td></tr>
<tr><td rowspan="2">6</td><td>Tadatomo Kato
(March 19, 1955)

Reappointment
Outside
Independent
Male</td><td>Apr. 1980 Joined Toyoda Automatic Loom Works, Ltd. (currently Toyota Industries Corporation)
Jul. 1990 Joined McKinsey & Company
Jul. 1993 Manager of McKinsey & Company
Aug. 1995 Established Management Consulting Network LLC, Representative Director
Mar. 2024 Director of the Company
(Current positions and responsibilities in the Company)
Director / Member of Nominating Committee / Member of Audit Committee
[Significant concurrent positions]
Representative Director of Management Consulting Network LLC</td><td>0</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Outside Director and overview of expected role]
The Company believes the candidate’s experience at a global company related to automobiles, diverse and abundant experience of engaging as a consultant in corporate transformation activities in extensive businesses from manufacturing to finance and retailing, and advanced knowledge supporting them will bring about new perspective and energy to the Company’s management that has entered a difficult era. Therefore, the Company requests the candidate’s re-election as an Outside Director.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Career summary</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">7</td><td>Yuri Kato
(April 15, 1973)

New appointment
Outside
Independent
Female</td><td>Apr. 1997 Joined Nippon Steel Corporation (currently NIPPON STEEL CORPORATION)
Jul. 1999 Joined Accenture
Jan. 2006 Finance Manager of Wm. Wrigley Jr. Company (currently Mars, Incorporated)
Oct. 2012 Senior Finance Director of Ralph Lauren Corporation
Feb. 2015 Finance Director of Microsoft
Aug. 2018 Director and CFO of Janssen Pharmaceutical K.K. (Johnson & Johnson Group)
Jun. 2021 Director and CFO of Johnson & Johnson Innovative Medicine, Asia Pacific
(Current positions and responsibilities in the Company)
–
[Significant concurrent positions]
Director and CFO of Johnson & Johnson Innovative Medicine, Asia Pacific</td><td>0</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Outside Director and overview of expected role]
The candidate has served as CFO and other leadership positions in the area of finance and corporate planning at global corporations, and has extensive experience in formulating and executing financial strategies and in leading investment strategies that support business growth.
In the Company’s management as well, she is believed to be able to contribute to sustainable growth through formulating growth strategies in the global market and providing advice on M&As and alliance strategies. Therefore, the Company requests the candidate’s election as an Outside Director.</td></tr>
</table>

Notes:
1. There are no special interests between any of the candidates for Directors and the Company.
2. The Company has registered Messrs. Keizo Tannawa, Noboru Yamamoto, and Tadatomo Kato as independent directors stipulated by Tokyo Stock Exchange, Inc. If their elections are approved, they will continue to serve as independent directors. Ms. Yuri Kato has also met the same conditions, and if her election is approved, she will serve as an independent director.
3. Messrs. Keizo Tannawa, Noboru Yamamoto, and Tadatomo Kato are currently serving as Outside Directors of the Company, and they will have served as Outside Director for nine (9) years, seven (7) years, and one (1) year, respectively, at the conclusion of this Meeting.
4. The Company’s Articles of Incorporation permits the Company to conclude an agreement limiting the liability of Outside Directors to enable them to fully perform the roles expected of them. Accordingly, the Company has entered into liability limitation agreements with Messrs. Keizo Tannawa, Noboru Yamamoto, and Tadatomo Kato, and plans to retain the agreements if their elections are approved. In addition, if election of Ms. Yuri Kato who is a candidate for an Outside Director is approved, the Company will enter into the same liability limitation agreement with her. The maximum amount of liability pursuant to the agreement is the minimum amount stipulated by laws and regulations.
5. In order to secure talented individuals and prevent them from becoming excessively afraid of performing their duties, the Company has taken out a directors and officers liability insurance policy, details of which are described below. The respective candidates named in this proposal, excluding Ms. Yuri Kato who is a candidate for new appointment, are already covered by the insurance policy. The coverage will continue if they are elected. Ms. Yuri Kato will also be covered by the insurance policy, if she is elected.

   [Overview of insurance policy]

   (i) Effective rate of contribution to premiums by insured individuals:
   The Company pays all premiums, including the portion for riders. Insured individuals effectively bare no cost of premiums.

   (ii) Overview of insured events:
   The policy, including riders, covers the types of damage that may arise as a result of insured officers, etc. being held responsible for the performance of their duties or facing claims related to pursuit of such responsibility. The policy includes some exclusions, including acts committed with the knowledge that they are against law.

   (iii) Measures to ensure appropriateness of duties performed by officers, etc.
   The policy sets a minimum amount of damages it covers. Any damages that do not exceed that amount are not covered.
6. The number of shares of the Company held by each candidate is the number held as of December 31, 2024.

[Skill matrix of candidates for Director]

Item		Summary						
Industry knowledge		Understanding/analysis of and making strategies for market/customer trends and technological trends						
Corporate management		General management strategy, Vision						
Finance/ accounting		Finance, Accounting, Tax affairs						
IT/DX		IT technology, digitalization						
Personnel development/ diversity		Personnel strategy, Personnel development, Personnel diversity						
ESG/SDGs		Sustainability strategy, ESG/SDGs measures						
Legal affairs/ risk management		Legal affairs, risk management						
Corporate governance Compliance		Corporate governance, internal control, compliance						
Global management		Business development in multiple countries						
Name		Itaru Matsuyama	Yoichi Ueda	Anna Dolgikh	Keizo Tannawa	Noboru Yamamoto	Tadatomo Kato	Yuri Kato
Attribu-tion	Reappointment/ *New appointment	*New appointment	*New appointment	*New appointment	Reappointment	Reappointment	Reappointment	*New appointment
	Independent outside director				●	●	●	●
Skill	Industry knowledge	●			●	●	●	
	Corporate management	●	●		●			●
	Finance/ accounting	●	●			●		●
	IT/DX							●
	Personnel development/ diversity			●	●			
	ESG/SDGs					●		
	Legal affairs/ risk management			●	●	●		
	Corporate governance Compliance		●		●	●		●
	Global management	●	●	●				●

Note: The above table does not indicate all expertise and experience possessed by each director.