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Securities Code: 7981

June 3, 2025

(Start date of measures for electronic provision May 29, 2025)

To our shareholders:

Representative Director and President, Masaru Komori  
**TAKARA STANDARD CO., LTD.**  
1-2-1 Shigino-higashi, Joto-ku, Osaka, Japan

## Notice of the 151st Annual General Meeting of Shareholders

We are pleased to announce the 151st Annual General Meeting of Shareholders of TAKARA STANDARD CO., LTD. (the “Company”), which will be held as indicated 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 an electronic provision measure) in electronic format, and has posted the information on each of the following websites. Please access either of the websites to view the information.

- The Company’s website:

[https://www.takara-standard.co.jp/company/ir/shareholders\\_meeting/](https://www.takara-standard.co.jp/company/ir/shareholders_meeting/)

- TSE website (Listed Company Search):

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

(Access the TSE website by using the internet address shown above, enter “TAKARA STANDARD” in “Issue name (company name)” or the Company’s securities code “7981” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”)

- Website for informational materials for the general meeting of shareholders:

<https://d.sokai.jp/7981/teiji/>

If you are not attending the meeting in person, **you can exercise your voting rights in writing (by mail) or via the internet. We ask you to review the Reference Documents for the Annual General Meeting of Shareholders and exercise your voting rights by 5:50 p.m., Tuesday, June 24, 2025 (Japan Standard Time) in writing (by mail) or via the internet, etc.**

1	<b>Date and Time:</b>	10:00 a.m. on Wednesday June 25, 2025
2	<b>Venue:</b>	<b>4F Meeting Room, Takara Standard South Building of the Head Office</b> 1-2-1 Shigino-higashi, Joto-ku, Osaka, Japan
3	<b>Purpose of the Meeting</b>	<p><b>Matter to be reported:</b></p> <p>The Business Report, the Non-consolidated Financial Statements and the Consolidated Financial Statements for the 151st fiscal year (from April 1, 2024 to March 31, 2025), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit &amp; Supervisory Board</p> <hr/> <p><b>Matters to be resolved:</b></p> <p>Proposal No. 1      Dividends of Surplus</p> <p>Proposal No. 2      Partial Amendments to the Articles of Incorporation</p> <p>Proposal No. 3      Election of 5 Directors</p> <p>Proposal No. 4      Election of 1 Audit &amp; Supervisory Board Member</p> <p>Proposal No. 5      Election of 1 Substitute Audit &amp; Supervisory Board Member</p>

- Among matters for an electronic provision measure, the “Notes to Consolidated Financial Statements” of the Consolidated Financial Statements and the “Notes to Non-Consolidated Financial Statements” of the Non-Consolidated Financial Statements are not included in this document, since they are posted on the websites listed on previous page pursuant to laws and regulations and Article 15 of the Articles of Incorporation of the Company. Each of the above documents is included in the Consolidated Financial Statements and Non-consolidated Financial Statements audited by the Audit & Supervisory Board Member and the Financial Auditor when preparing the audit report and accounting audit report, respectively.
- If revisions to the matters for an electronic provision measure arise, a notice of the revisions will be posted on the websites listed on previous page.

## Reference Documents for the Annual General Meeting of Shareholders

### Proposals and Reference Information

#### **Proposal No. 1** Dividends of Surplus

The Company has given consideration to the business performance of the fiscal year and future business development, and it proposes to pay year-end dividends for the 151st fiscal year as follows:

1	<b>Type of dividend property</b> To be paid in cash.
2	<b>Allotment of dividend property and their aggregate amount</b> ¥50 per common share of the Company Total dividends: ¥3,362,133,350
3	<b>Effective date of dividends of surplus</b> June 26, 2025

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

### 1. Reasons for the amendments

- (1) The Company proposes to reduce the total number of Directors from “not more than 25” to “not more than ten” to keep the number of Directors to an appropriate size to ensure the Company can provide agile response to changes in the business environment and execute swift decision-making.
- (2) In order to ensure the Directors and the Audit & Supervisory Board Members can adequately fulfill the roles expected of them, the Company proposes to establish a new provision that exempts them from liability within the ranges prescribed by laws and regulations by resolution of the Board of Directors pursuant to the provisions of Article 426, paragraph (1) of the Companies Act. The Company has obtained the consent of each Audit & Supervisory Board Member for the establishment of the new provision.
- (3) In preparation for cases in which the number of Audit & Supervisory Board Members fails to meet the number prescribed by laws and regulations, new provisions concerning a substitute Audit & Supervisory Board Member will be established to specify the effective term of the resolution for election of substitute Audit & Supervisory Board Member as well as to clarify the term limits that apply when the substitute Audit & Supervisory Board Member is appointed to the position of Audit & Supervisory Board Member.

### 2. Details of the amendments

Details of the amendments are as follows.

(Amended parts are underlined)

Current Articles of Incorporation	Proposed Amendments
<p>(Number of Directors and Their Election) Article 19</p> <ol style="list-style-type: none"> <li>1. The Company shall have not more than twenty-five (25) Directors and Directors shall be elected at a general meeting of shareholders.</li> <li>2. (Text omitted)</li> <li>3. (Text omitted)</li> </ol>	<p>(Number of Directors and Their Election) Article 19</p> <ol style="list-style-type: none"> <li>1. The Company shall have not more than <u>ten (10)</u> Directors and Directors shall be elected at a general meeting of shareholders.</li> <li>2. (Unchanged)</li> <li>3. (Unchanged)</li> </ol>
<p>(Exemption of Directors from Liability) Article 27 (Newly established)</p> <p>Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company may enter into an agreement with a Director (excluding a person who is an executive director, etc.) to limit his/her liability for damages arising from neglecting assigned duties, However, the limit of liability under such agreement shall be as prescribed by laws and regulations.</p>	<p>(Exemption of Directors from Liability) Article 27</p> <ol style="list-style-type: none"> <li>1. <u>Pursuant to the provisions of Article 426, paragraph (1) of the Companies Act, the Company may, by resolution of the Board of Directors, exempt a Director (including a person who was formerly a Director) from his/her liability for damages arising from neglecting assigned duties to the extent permitted by laws and regulations.</u></li> <li>2. (Unchanged)</li> </ol>

Current Articles of Incorporation	Proposed Amendments
<p>(Number of Audit &amp; Supervisory Board Members and Their Election)</p> <p>Article 28</p> <ol style="list-style-type: none"> <li>1. (Text omitted)</li> <li>2. (Text omitted) (Newly established)</li> </ol> <p>(Newly established)</p>	<p>(Number of Audit &amp; Supervisory Board Members and Their Election)</p> <p>Article 28</p> <ol style="list-style-type: none"> <li>1. (Unchanged)</li> <li>2. (Unchanged)</li> <li>3. <u>In order to prepare for a case when the number of Audit &amp; Supervisory Board Members prescribed by laws and regulations might be insufficient, substitute Audit &amp; Supervisory Board Members may be elected at a general meeting of shareholders.</u></li> <li>4. <u>The effective term of the resolution for election of substitute Audit &amp; Supervisory Board Members set forth in the preceding paragraph shall expire at the beginning of the annual general meeting of shareholders held with respect to the last fiscal year within four (4) years after the election.</u></li> </ol>
<p>(Term of Office)</p> <p>Article 29</p> <p>The term of office of Audit &amp; Supervisory Board Members shall be until the conclusion of the annual general meeting of shareholders held with respect to the last fiscal year within four (4) years after the election. <u>However, if an Audit &amp; Supervisory Board Member is elected to fill a vacancy, his/her term of office shall be limited to the remaining term of his/her predecessor.</u></p> <p>(Newly established)</p>	<p>(Term of Office)</p> <p>Article 29</p> <ol style="list-style-type: none"> <li>1. The term of office of Audit &amp; Supervisory Board Members shall be until the conclusion of the annual general meeting of shareholders held with respect to the last fiscal year within four (4) years after the election.</li> <li>2. <u>The term of office of an Audit &amp; Supervisory Board Member who is elected as the substitute for an Audit &amp; Supervisory Board Member who retired from office before the expiration of the term of office shall continue until the time when the term of the retired Audit &amp; Supervisory Board Member was set to expire. However in the event that a substitute Audit &amp; Supervisory Board Member who was elected pursuant to paragraph 3 of the preceding article assumes office as an Audit &amp; Supervisory Board Member, his/her term of office must not exceed beyond the conclusion of the annual general meeting of shareholders held with respect to the last fiscal year within four (4) years after his/her election as substitute Audit &amp; Supervisory Board Member.</u></li> </ol>

Current Articles of Incorporation	Proposed Amendments
<p>(Exemption of Audit &amp; Supervisory Board Member from Liability)  Article 33 (Newly established)</p> <p>Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company may enter into an agreement with an Audit &amp; Supervisory Board Member to limit his/her liability for damages arising from neglecting assigned duties. However, the limit of liability under such agreement shall be as prescribed by laws and regulations.</p>	<p>(Exemption of Audit &amp; Supervisory Board Member from Liability)  Article 33</p> <p>1. <u>Pursuant to the provisions of Article 426, paragraph (1) of the Companies Act, the Company may, by resolution of the Board of Directors, exempt an Audit &amp; Supervisory Board Member (including a person who was formerly an Audit &amp; Supervisory Board Member) from his/her liability for damages arising from neglecting assigned duties to the extent permitted by laws and regulations.</u></p> <p>2. (Unchanged)</p>

### Proposal No. 3 Election of 5 Directors

The terms of office of six Directors Takeo Watanabe, Masaru Komori, Yoji Ito, Hidetoshi Suzuki, Ken Hashimoto, and Kazumi Maeda will expire at the conclusion of this general meeting of shareholders. Therefore, the Company proposes the election of five Directors, including two outside Directors.

Additionally, the nomination of candidates for Director was carried out following deliberations by non-statutory Nominating and Remuneration committees of which half of the members were independent outside Directors.

The candidates for Director are as follows:

Candidate No. 1		Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	
Reelection		July 1994      Joined the Company June 1997      Director June 1999      Managing Director June 2001      Senior Managing Director May 2003      Representative Director and President June 2012      President and Executive Officer Apr. 2024      Representative Director and Chair (current position)	
			
Takeo Watanabe			
Date of birth	July 14, 1958		
Gender	Male		
Number of the Company's shares owned	526,900 shares		

#### Reasons for nomination as candidate for Director

Takeo Watanabe has been responsible for establishing long-term business strategies to enhance corporate value and clearly indicating the Company's direction, as well as supervising and supporting these efforts as a top executive of the Company, including his service in positions such as Representative Director and President and Representative Director and Chair. He has been nominated to continue as Director with the expectation that he will suitably fulfill his role in making decisions on important matters and providing management oversight as the Company aims to grow sustainably and become a company that is trusted and respected by all stakeholders.

Candidate No. 2

Reelection



Masaru Komori

Date of birth	November 19, 1970
Gender	Male
Number of the Company's shares owned	17,600 shares

Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company

Mar. 1994	Joined the Company
Oct. 2006	General Manager of Okayama Branch
Apr. 2013	General Manager of Saitama Branch
Apr. 2019	President of Tokyo Branch Office
Apr. 2020	Executive Officer
Apr. 2023	Managing Executive Officer
June 2023	Director
Apr. 2024	Representative Director and President (current position)
	President and Executive Officer (current position)

Reasons for nomination as candidate for Director

Masaru Komori has served as the person responsible for several of the Company's sales bases, including the Tokyo Branch. He has displayed outstanding abilities in the formulation and implementation of sales strategies and has endeavored to expand sales. He has led the Company as Representative Director and President since April 2024, striving to realize the theme of "Medium-Term Management Plan 2026": "Re-committing to transformation." He has been nominated to continue as Director with the expectation that he will suitably fulfill his role in making important decisions and executing business, as the Company aims to achieve sustainable growth and be a company that is trusted and respected by all its stakeholders.

Candidate No. 3

Reelection



Yoji Ito

Date of birth	December 6, 1950
Gender	Male
Number of the Company's shares owned	41,500 shares

Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company

June 1977	Joined the Company
June 1997	Director
May 2003	Managing Director
June 2006	Senior Managing Director
Apr. 2008	In charge of Human Resources
May 2009	Director and Vice President
Apr. 2010	Representative Director and Vice President
June 2012	Vice President and Executive Officer
Apr. 2019	General Manager of Administration Division of Head Office and in charge of Sales Headquarters
June 2020	Representative Director (current position)
Apr. 2022	In charge of Corporate Planning Office
Apr. 2024	Vice Chair and Executive Officer (current position) In charge of Structural Reform Promotion Office
Jan. 2025	In charge of TDX Promotion Headquarters (current position)
May 2025	In charge of Production Headquarters and Logistics Headquarters (current position)

Reasons for nomination as candidate for Director

Yoji Ito has contributed to the implementation of management strategies and the Company's growth, having served as the person in charge of the Administration Division of Head Office broadly over many years, and as Representative Director, Vice Chair and Executive Officer, he has played a central role in the Company's management and strived to improve productivity companywide through the sales, production, and administration divisions as the person responsible for promoting structural reform and DX. He has been nominated to continue as Director with the expectation that he is well qualified to formulate and advance the Company's business strategy that will play a central role in realizing the Company's long-term vision and that he will suitably fulfill his role in making decisions on important matters regarding the Company and providing management.

Candidate No. 4

Reelection

Outside

Independent



Kazumi Maeda  
(Name on family  
register: Kazumi  
Nakade)

Date of birth	September 22, 1965
Gender	Female
Number of the Company's shares owned	300 shares

Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company

May 1998	Hyatt (Japan) Co., Ltd.
Aug. 2016	Regional Vice President in charge of Human Resources and General Affairs
Apr. 2018	Director
June 2023	Director of the Company (current position)
June 2024	Outside Director of TOKYU LAND CORPORATION (current position)

Reasons for nomination as candidate for outside Director and overview of expected roles

Kazumi Maeda has extensive knowledge and experience of business management gained by fulfilling her duties in human resources, general affairs and business development and business launch projects at business companies, etc., both in Japan and overseas. She has been nominated as outside Director with the expectation that she can provide useful opinions and advice regarding the management of the Company from an independent and impartial perspective and that she is well qualified to provide oversight of the Company's management, in addition to the fields of DEI and global business. At the conclusion of this general meeting of shareholders, her tenure as outside Director of the Company will have been two years.

Candidate No. 5

New election

Outside

Independent



Yukio Imura

Date of birth	June 17, 1956
Gender	Male
Number of the Company's shares owned	0 shares

Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company

Apr. 1980	Joined Toshiba Machine Co., Ltd. (currently SHIBAURA MACHINE CO., LTD.)
June 2006	Director
June 2009	President
Apr. 2017	Chairman
May 2017	Chairman of Japan Machine Tool Builders' Association
Oct. 2024	Member of the Shizuoka Prefecture Board of Education (current position)

Reasons for nomination as candidate for outside Director and overview of expected roles

Yukio Imura has served as the president and chairman of a business corporation, promoting management reform and technological innovation. Additionally, as the chairman of an industry association in the manufacturing sector, he has worked towards the overall development of the industry. He has been nominated as outside Director with the expectation that he can utilize his extensive management experience and deep industry knowledge to provide useful opinions and advice regarding the formulation and execution of the Company's management strategies, as well as an independent and impartial perspective, contributing to strengthening the Company's governance structure.

Notes:

1. There is no special interest between any of the candidates and the Company.
2. Kazumi Maeda and Yukio Imura are candidates for outside Director.
3. Kazumi Maeda is scheduled to resign as an outside director of TOKYU LAND CORPORATION effective June 16, 2025, and be appointed as an outside director of Tokyu Fudosan Holdings Corporation on June 26, 2025.
4. The Company has submitted notification to Tokyo Stock Exchange that Kazumi Maeda has been designated as an independent officer as provided for by Tokyo Stock Exchange, and if her reelection is approved, the Company plans to continue to designate her as an independent officer. Yukio Imura satisfies the requirements for an independent officer as provided for by Tokyo Stock Exchange, and if his election is approved, the Company plans to submit notification to the aforementioned exchange concerning his designation as an independent officer.
5. The Company has entered into a limited liability agreement with Kazumi Maeda which limits her liability to the minimum amount for damages as provided for by Article 425, paragraph (1) of the Companies Act. If her reelection is approved, the Company plans to renew the aforementioned agreement with her. If the election of Yukio Imura is approved, the Company plans to enter into a similar limited liability agreement with him.
6. If the election of each of the candidates is approved, the Company plans to enter into contracts with them to indemnify them for the expenses specified in Article 430-2, paragraph (1), item 1 of the Companies Act and the losses specified in item 2 of the same paragraph, within the limits prescribed by laws and regulations.
7. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company, which covers Directors, Audit & Supervisory Board Members, Executive Officers and other important employees under the Companies Act of the Company and its subsidiaries, with the Company responsible for paying all insurance premiums. The insurance policy covers legal damages and litigation expenses arising from claims for damages incurred by the insured during the course of actions taken as a director or officer of the Company. However, the policy contains exemption clauses, such as refusing coverage for actions recognized by the insured to be criminal actions or violations of the law, or for damages arising from personal gain or improper benefits obtained through illegal means.

If the election of each of the candidates is approved, they shall be included as insureds under the aforementioned insurance policy. In addition, when the aforementioned insurance policy is next renewed, the Company plans to renew it with the same terms.

#### Proposal No. 4 Election of 1 Audit & Supervisory Board Member

The term of office of two Audit & Supervisory Board Members Shintaro Nakashima and Kazuhiro Iida will expire at the conclusion of this general meeting of shareholders. Therefore, the Company proposes the election of one Audit & Supervisory Board Member.

The consent of the Audit & Supervisory Board has been obtained for this proposal.

The candidate for Audit & Supervisory Board Member is as follows:

Candidate		Career summary, position in the Company, and significant concurrent positions outside the Company
New election		Oct. 2000 Registered as an attorney at law (Osaka Bar Association) (current position)
Outside		Jan. 2015 Joined Vogel Law Office (current position)
Independent		
Saeko Fujita (Name on family register: Saeko Matsumoto)		
Date of birth	April 3, 1972	
Gender	Female	
Number of the Company's shares owned	0 shares	

#### Reasons for nomination as candidate for outside Audit & Supervisory Board Member

Saeko Fujita has profound knowledge of compliance with laws, regulations, and other rules as an attorney at law, and possesses the ability to contribute to strengthening corporate governance. She has been nominated as outside Audit & Supervisory Board Member with the expectation that she will undertake objective and fair audits from an independent standpoint and contribute to enhancing the transparency of the Company's management and strengthening risk management.

#### Notes:

1. There is no special interest between Saeko Fujita and the Company.
2. Saeko Fujita is the candidate for outside Audit & Supervisory Board Member.
3. Saeko Fujita satisfies the requirements for an independent officer as provided for by Tokyo Stock Exchange, and if her election is approved, the Company plans to submit notification to the aforementioned exchange concerning her designation as an independent officer.
4. If the election of Saeko Fujita is approved, the Company will enter into a limited liability agreement with her which limits her liability to the minimum amount for damages as provided for by Article 425, paragraph (1) of the Companies Act.
5. If the election of Saeko Fujita is approved, the Company plans to enter into a contract with her to indemnify her for the expenses specified in Article 430-2, paragraph (1), item 1 of the Companies Act and the losses specified in item 2 of the same paragraph, within the limits prescribed by laws and regulations.
6. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company, which covers Directors, Audit & Supervisory Board Members, Executive Officers and other important employees under the Companies Act of the Company and its subsidiaries, with the Company responsible for paying all insurance premiums. The insurance policy covers legal damages and litigation expenses arising from claims for damages incurred by the insured during the course of actions taken as a director or officer of the Company. However, the policy contains exemption clauses, such as refusing coverage for actions recognized by the insured to be criminal actions or violations of the law, or for damages arising from personal gain or improper benefits obtained through illegal means.

If the election of Saeko Fujita is approved, she shall be included as an insured under the aforementioned insurance policy. In addition, when the aforementioned insurance policy is next renewed, the Company plans to renew it with the same terms.

## Proposal No. 5 Election of 1 Substitute Audit & Supervisory Board Member

The Company proposes to elect one substitute Audit & Supervisory Board Member in preparation for cases in which the number of Audit & Supervisory Board Members fails to meet the number prescribed by laws and regulations.

The effect of this election may be cancelled by resolution of the Board of Directors, with the consent of the Audit & Supervisory Board, only prior to the assumption of office.

The consent of the Audit & Supervisory Board has been obtained for this proposal.

The candidate for substitute Audit & Supervisory Board Member is as follows:

Candidate		Career summary, position in the Company, and significant concurrent positions outside the Company	
Outside		Sept. 2007	Registered as an attorney at law (Osaka Bar Association) (current position) Joined Nakabou Law Office (current position)
Independent			
Akio Kawaguchi			
Date of birth	January 26, 1974		
Gender	Male		
Number of the Company's shares owned	0 shares		

### Reasons for nomination as candidate for substitute outside Audit & Supervisory Board Member

Although Akio Kawaguchi has never been directly involved in corporate management, he has extensive experience and insight as an attorney at law, and possesses the ability to contribute to strengthening corporate governance. He has been nominated as substitute Audit & Supervisory Board Member with the expectation that he will undertake objective and fair audits from an independent standpoint.

### Notes:

1. There is no special interest between Akio Kawaguchi and the Company.
2. Akio Kawaguchi is a candidate for substitute outside Audit & Supervisory Board Member.
3. Akio Kawaguchi satisfies the requirements for an independent officer as provided for by Tokyo Stock Exchange, and if he assumes office as an Audit & Supervisory Board Member, the Company plans to submit notification to the aforementioned exchange concerning his designation as an independent officer.
4. If Akio Kawaguchi assumes office as an Audit & Supervisory Board Member, the Company will enter into a limited liability agreement with him which limits his liability to the minimum amount for damages as provided for by Article 425, paragraph (1) of the Companies Act.
5. If Akio Kawaguchi assumes office as an Audit & Supervisory Board Member, the Company plans to enter into a contract with him to indemnify him for the expenses specified in Article 430-2, paragraph (1), item 1 of the Companies Act and the losses specified in item 2 of the same paragraph, within the limits prescribed by laws and regulations.
6. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company, which covers Directors, Audit & Supervisory Board Members, Executive Officers and other important employees under the Companies Act of the Company and its subsidiaries, with the Company responsible for paying all insurance premiums. The insurance policy covers legal damages and litigation expenses arising from claims for damages incurred by the insured during the course of actions taken as a director or officer of the Company. However, the policy contains exemption clauses, such as refusing coverage for actions recognized by the insured to be criminal actions or violations of the law, or for damages arising from personal gain or improper benefits obtained through illegal means.

If Akio Kawaguchi assumes office as an Audit & Supervisory Board Member, he shall be included as an insured under the aforementioned insurance policy. In addition, when the aforementioned insurance policy is next renewed, the Company plans to renew it with the same terms.

(Reference) Skills matrix of Directors and Audit & Supervisory Board Members

In the event that Proposal No. 3 and Proposal No. 4 are approved and passed without modification, the skills matrix of Directors and Audit & Supervisory Board Members will be as follows.

Making reference to the Company's medium to long-term management direction and business strategies, and with a view to realizing "Medium-Term Management Plan 2026," the Company has identified the skills (knowledge, experience, and capabilities) that the Company's Board of Directors should have in order to appropriately demonstrate its decision making and management supervision functions, and organized them into a skills matrix.

Name	Position	Gender	Corporate management	Finance and accounting	Compliance and risk management	Global	Sales and marketing	Personnel strategy	Procurement, manufacturing, distribution	DX/IT	ESG
Takeo Watanabe	Representative Director and Chair	Male	○	○		○			○		○
Masaru Komori	Representative Director and President and Executive Officer	Male	○	○		○	○				○
Yoji Ito	Representative Director Vice Chair and Executive Officer	Male			○			○	○	○	
Yoshimichi Shirasaka	Director Senior Managing Executive Officer	Male		○	○		○	○			
Hidetaka Yoshikawa	Director	Male	○		○	○	○				○
Kazumi Maeda	Director (Independent, Outside)	Female				○		○			
Tamaki Sawamura	Director (Independent, Outside)	Female					○			○	
Yukio Iimura	Director (Independent, Outside)	Male	○	○		○			○		○
Yutaka Kondo	Standing Audit & Supervisory Board Member (Independent, Outside)	Male		○	○			○		○	
Hiroshi Hada	Standing Audit & Supervisory Board Member	Male		○	○		○				
Saeko Fujita	Audit & Supervisory Board Member (Independent, Outside)	Female		○	○						○

\* The major skills are denoted for each individual. The above table does not display all the knowledge and experience possessed by the individuals listed.