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(Stock Exchange Code 6908)

June 10, 2024

(Date of commencement of electronic provision measures: June 1, 2024)

### To Shareholders with Voting Rights:

Hitoshi Suzuki President &Representative Director IRISO ELECTRONICS CO., LTD. 2-13-8, Shinyokohama, Kohoku-ku, Yokohama, Kanagawa, Japan

### **NOTICE OF**

### THE 58th ORDINARY GENERAL MEETING OF SHAREHOLDERS

#### Dear Shareholders:

We are pleased to inform you that the 58th Ordinary General Meeting of Shareholders of IRISO ELECTRONICS CO., LTD. (the "Company") will be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for electronic provision and matters subject to measures for electronic provision are posted on the following website on the Internet.

[The Company's website] https://www.irisoele.com/jp/ir/documents/meeting/

In addition to the above website, this information is also posted on the following website on the Internet.

[Tokyo Stock Exchange website (Listed Company Search)]

https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

\*Please search by entering the Company's name in the "Issue name (company name)" field or the Company's stock exchange code in the "Code" field, and select "Basic information" and "Documents for public inspection/PR information."

If you do not attend the meeting in person, you can exercise your voting rights in writing or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders included in the matters subject to measures for electronic provision and follow the "Guidance on Exercising Your Voting Rights" to exercise your voting rights by no later than 5:30 p.m. JST on Monday, June 24, 2024.

1. Date and Time: Tuesday, June 25, 2024 at 10:00 a.m. Japan time

(Reception starts at 9:00 a.m.)

2. Place: Banquet Hall Sakuragawa, 4F, Shin Yokohama Prince Hotel

3-4, Shinyokohama, Kohoku-ku, Yokohama, Kanagawa, Japan

3. Meeting Agenda:

Matters to be reported: 1. The Business Report, Consolidated Financial Statements for the Company's

58th Fiscal Year (April 1, 2023 - March 31, 2024) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the

Consolidated Financial Statements

2. Non-consolidated Financial Statements for the Company's 58th Fiscal Year (April 1, 2023 - March 31, 2024)

Proposals to be resolved:

**Proposal 1:** Distribution of Surplus

**Proposal 2:** Election of Five (5) Directors (excluding Directors who are Audit and

Supervisory Committee Members)

**Proposal 3:** Election of Five (5) Directors who are Audit and Supervisory Committee

Members

$\bigcirc$	If you attend the meeting in person, please submit the enclosed voting rights exercise form at the reception.
$\bigcirc$	Any revisions to the matters subject to measures for electronic provision will be posted on our website
	on which the matters are posted in Japanese.
$\bigcirc$	If neither approval nor disapproval of a proposal is indicated on the voting rights exercise form, it will

be treated as an indication of approval.

- Due to the revision of the Companies Act, shareholders in principle review the matters subject to measures for electronic provision by accessing the above websites, and the Company sends the paper-based documents only to shareholders who have requested them by the record date for voting rights. For this General Meeting of Shareholders, however, the Company is sending the paper-based documents describing the matters subject to measures for electronic provision to all shareholders regardless of whether they have made a request for their delivery. Among the matters subject to measures for electronic provision, the following matters are not stated in this notice pursuant to laws and regulations as well as Article 14 of the Company's Articles of Incorporation.
  - · A part of the Business Report
  - · "Consolidated Statement of Changes in Net Assets" and "Notes to the Consolidated Financial Statements" in the Consolidated Financial Statements
  - · "Non-consolidated Statement of Changes in Net Assets" and the "Notes to the Non-consolidated Financial Statements" in the Non-consolidated Financial Statements

Accordingly, the notice constitutes a part of the Business Report, the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by the Audit and Supervisory Committee for preparing the Audit Report as well as a part of the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by the Accounting Auditor for preparing the Accounting Auditor's Report.

Please be aware in advance that the Company will inform you of resolutions at this General Meeting of Shareholders by posting them on its website (in Japanese) in lieu of sending the paper-based document of a notice of the resolution to shareholders.

# Reference Documents for the General Meeting of Shareholders

# **Proposal 1: Distribution of Surplus**

The Company proposes to distribute the surplus as follows: Year-end dividends

The Company recognizes that returning profits to shareholders in a stable manner is an important management issue, and the Company's basic policy is to pay dividends in consideration of its business results, the business environments, and the strengthening of the financial standing over the medium to long term.

In comprehensive consideration of future business environments, business results and shareholders' expectations, the Company proposes to pay year-end dividends for the 58th fiscal year as described below.

(1) Type of dividend property

Cash

(2) Allocation of dividend property and its total amount

Dividend per share of the Company's common stock: ¥90

Total amount: ¥2,130,599,160

(3) Effective date of distribution of surplus

June 26, 2024

# Proposal 2: Election of Five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of all five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members) will expire at the conclusion of this General Meeting of Shareholders.

The Company therefore proposes the election of five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members).

This proposal was deliberated by the Audit and Supervisory Committee, and there were no opinions that should be stated at the General Meeting of Shareholders pursuant to the provisions of the Companies Act.

The candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members) are as follows:

No.	N	ame	Current positions and responsibilities at the Company	Attendance at the Board of Directors meetings
1	[Reappointment]	Sadao Sato	Chairman & Director	100% (13/13)
2	[Reappointment]	Hitoshi Suzuki	President & Representative Director	100% (13/13)
3	[Reappointment]	Mitsuyoshi Toyoshima	Executive Vice President & Director, Assistant to President, and General Manager of Administration Division	100% (13/13)
4	[Reappointment]	Keiji Takeda	Director, Senior Managing Executive Officer, responsible for Production Management Division	92.3% (12/13)
5	[New appointment]	Akihiko Ohira	Managing Executive Officer, and General Manager of Sales Headquarters	-

No.	Name (Date of birth)	Past exp	erience, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
1	Sadao Sato (December 5, 1937)  [Reappointment]  [Years served as Director] 57 years  [Attendance at the Board of Directors meetings] 100% (13/13)	February 1963 December 1966 June 1993 June 1996 March 2003 June 2005 June 2007 June 2017	Established IRISO ELECTRONICS Established the Company Representative Director and President Chairman, SHANGHAI IRISO ELECTRONICS CO., LTD President, IRISO ELECTRONICS PHILIPPINES, INC. Honorary Chairman, SHANGHAI IRISO ELECTRONICS CO., LTD Director, IRISO COMPONENT CO., LTD. Representative Director and Chairman, the Company Chairman & Director (to present)	1,795,500

As the founder, Mr. Sadao Sato has successively held the positions of President and Chairman, established today's IRISO ELECTRONICS CO., LTD., and served on the Company's management over the years. He has appropriately overseen the Company based on his extensive experience and broad insight concerning general corporate management. Therefore, the Company deemed him to be suitable for Director and renominated him as a candidate for Director.

No.	Name (Date of birth)	Past exp	erience, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
2	Hitoshi Suzuki (September 28, 1966)  [Reappointment]  [Years served as Director]  10 years  [Attendance at the Board of Directors meetings]  100%  (13/13)	April 1989 April 2003 June 2006  April 2009 November 2010  July 2012  July 2013 June 2014  July 2017  June 2019  April 2020  April 2021	Joined the Company Department Manager of Engineering Department II Executive Officer / Department Manager of Engineering Department Executive Officer / Department Manager of GAB Department Executive Officer / Deputy General Manager of Sales Headquarters Executive Officer / Department Manager of Automotive Sales Department Executive Officer / General Manager of Engineering Division Director & Executive Officer / General Manager of Engineering Division Director & Managing Executive Officer / General Manager of Engineering Division Director & Senior Managing Executive Officer / General Manager of Engineering Division Director & Senior Managing Executive Officer / Global Project Leader President & Representative Director (to present)	21,500

Having performed duties as General Manager of Engineering Division and Global Project Leader, Mr. Hitoshi Suzuki has a wealth of experience and track record. As he has demonstrated leadership as President & Representative Director and led the overall management of the Company since 2021, the Company deemed him to be suitable for Director and renominated him as a candidate for Director.

No.	Name (Date of birth)	Past exp	erience, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
3	Mitsuyoshi Toyoshima (October 4, 1958)  [Reappointment]  [Years served as Director] 3 years  [Attendance at the Board of Directors meetings] 100% (13/13)		Joined Hitachi, Ltd. General Manager of Financial Management Division  Vice President and Executive Officer, CFO / General Manager of Management Strategy Division, Hitachi Chemical Co., Ltd. Senior Managing Corporate Officer, Showa Denko Materials Co., Ltd. Senior Managing Executive Officer / General Manager of Administration Division, the Company Director & Senior Managing Executive Officer / General Manager of Administration Division Executive Vice President & Director, Assistant to President, and General Manager of Administration Division (to present)  Trent positions)  NGHAI IRISO ELECTRONICS CO., LTD. TONG IRISO ELECTRONICS CO., LTD.	5,000

Mr. Mitsuyoshi Toyoshima has extensive experience and achievements especially in finance, as well as in human resources, procurement, public/investor relations. He also has experience and insight of business management gained through duties at multiple operating companies, including those located overseas. In addition, at the Company, he has assisted to President as Executive Vice President and had a good record as General Manager of Administration Division. Therefore, the Company deemed him to be suitable for Director and renominated him as a candidate for Director.

No.	Name (Date of birth)	Past e	xperience, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
		April 1987 June 2006 April 2008 April 2009	Joined the Company Executive Officer / Department Manager of Business Strategy Department Executive Officer / General Manager of Ibaraki Plant  General Director, IRISO ELECTRONICS VIETNAM CO., LTD.	
	Keiji Takeda (November 3, 1964)	June 2012 June 2015	Director & Executive Officer / General Manager of Administration Division, the Company Director & Executive Officer / General Manager of Production Management Division	27,600
	[Reappointment]	July 2017	Director & Managing Executive Officer / General Manager of Production Management Division	_,,,,,,,
4	[Years served as Director] 12 years	June 2019 April 2021	Director & Senior Managing Executive Officer / General Manager of Production Management Division Executive Vice President & Director	
	[Attendance at the Board of Directors meetings] 92.3% (12/13)	April 2023 April 2024	Executive Vice President & Director / General Manager of Production Management Division Director, Senior Managing Executive Officer, and responsible for Production Management Division (to present)	

Mr. Keiji Takeda has extensive experience and achievements through serving as Department Manager of Engineering Department, General Manager of Engineering Division, General Manager of Production Management Division and General Manager of Administration Division. Additionally, he has been leading general corporate management of the Company Group based on his global insight cultivated through management experience at the Company's overseas plants, etc. Accordingly, expecting him to take advantages of these extensive and diverse experiences, achievements and insight, the Company deemed him to be suitable for Director and renominated him as a candidate for Director.

No.	Name (Date of birth)	Past experience, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
5	Akihiko Ohira (August 10, 1971)  [New appointment]  [Years served as Director]  - [Attendance at the Board of Directors meetings]  -	April 2006 Joined the Company April 2009 Manager, IRISO U.S.A., INC. May 2013 Managing Director, IRISO U.S.A., INC. October 2016 M Project, Production Management Division, the Company April 2019 Manager of Global Business Planning Department January 2020 Executive Officer / General Manager of Sales Headquarters, Overseas Sales Headquarters April 2024 Managing Executive Officer / General Manager of Sales Headquarters (to present)	10,400

Mr. Akihiko Ohira has extensive experience and achievements as General Manager of Sales Headquarters and General Manager of Overseas Sales Division, as well as global insight gained through management experiences at an overseas sales subsidiary of the Company. Expecting him to make best use of these extensive and diverse experiences, achievements and insight, the Company deemed him to be suitable for Director and nominated him as a candidate for Director.

- (Notes) 1. There are no special interests between each of the candidates for Director and the Company.
  - 2. The number of shares of the Company held by each candidate represents the status as of March 31, 2024.
  - 3. The Company has concluded a directors and officers liability insurance contract with an insurance company. The insurance contract covers damages that may be incurred as a result of the liability assumed by Directors, the insured persons, in the execution of their duties, or any claims made against them in connection with the pursuit of such liability. Provided, however, that there are certain exemptions; for example, in case of conducts committed while knowing that the conduct is in violation of laws and regulations. The target ratio of payment of the insurance premiums is 90% by the Company and 10% by the insured. Each candidate will be included in the insured persons under this insurance contract.

# Proposal 3: Election of Five (5) Directors who are Audit and Supervisory Committee Members

The terms of all five (5) Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this General Meeting of Shareholders.

The Company therefore proposes the election of five (5) Directors who are Audit and Supervisory Committee Members.

The Audit and Supervisory Committee has granted consent to this proposal.

The candidates for Directors who are Audit and Supervisory Committee Members are as follows:

No.	Na	ame	Current positions and responsibilities at the Company	Attendance at the Board of Directors meetings	Attendance at the Audit and Supervisory Committee meetings
1	[Reappointment]	Toshihiko Miyauchi	Director (Audit and Supervisory Committee Member)	100% (13/13)	100% (13/13)
2	[Reappointment]	Koji Fujita	Outside Director (Audit and Supervisory Committee Member)	92.3% (12/13)	84.6% (11/13)
3	[Reappointment]	Noboru Sato	Outside Director (Audit and Supervisory Committee Member)	100% (13/13)	100% (13/13)
4	[New appointment]	Masahisa Shibata	-	-	-
5	[New appointment]	Akemi Uchida	-	-	-

No.	Name (Date of birth)	Past e	xperience, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
		April 1979	Joined Hitachi, Ltd.	
		April 2011	Executive Officer, Hitachi Chemical Co., Ltd.	
	( a a	April 2017	Vice President and Executive Officer	
		April 2018	Joined the Company	
		June 2018	Director & Managing Executive Officer / General Manager of	
			Administration Division	
		June 2022	Director (Audit and Supervisory Committee Member)	
			(to present)	
	Toshihiko Miyauchi			
	(March 25, 1957)			
	[Reappointment]			
	[Years served as			2,000
	Director]			2,000
	6 years			
1	[Attendance at the			
	Board of Directors			
	meetings]			
	(13/13)			
	[Attendance at the			
	Audit and Supervisory			
	Committee Members			
	meetings]			
	100%			
	(13/13)			

Mr. Toshihiko Miyauchi has extensive experience and knowledge in finance, human resources, corporate Reorganization and audit at the Company and elsewhere. From June 2022, he has served as the Company's Director who is Audit and Supervisory Committee Member, auditing and supervising execution of duties by Directors and fulfilling his duties to a sufficient degree. Expecting him to make best use of such extensive experience and knowledge, the Company decided to renominate him as a candidate for Director who is an Audit and Supervisory Committee Member.

No.	Name (Date of birth)	Past exp	perience, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
2	Koji Fujita (June 9, 1962)  [Reappointment] [Outside Director] [Independent Director]  [Years served as Director]  7 years  [Attendance at the Board of Directors meetings]  92.3%  (12/13)  [Attendance at the Audit and Supervisory Committee Members meetings]  84.6%	,	Registered as attorney (The Tokyo Bar Association); joined Okuno Law Office (current OKUNO & PARTNERS) Outside Auditor, Trend Micro Incorporated Deputy President, OKUNO & PARTNERS Outside Director, Dexerials Corporation Outside Director, NICHIREKI CO., LTD. Outside Director (Audit and Supervisory Committee Member) (to present) Partner, OKUNO & PARTNERS (to present) Outside Auditor, Iida Group Holdings Co., Ltd. (to present) Drent positions) O & PARTNERS , Iida Group Holdings Co., Ltd.	-
	(11/13)			

[Reason for nomination as candidate for Director who is Audit and Supervisory Committee Member and expected roles] Mr. Koji Fujita has extensive experience gained as an attorney and remarkable insight. From June 2018, he has audited and supervised execution of duties by the Company's Directors as Director who is Audit and Supervisory Committee Member, sufficiently fulfilling his duties. Aiming to enlist his service for reinforcing the Company's corporate governance structure, the Company decided to renominate him as a candidate for Outside Director who is Audit and Supervisory Committee Member. We believe Mr. Fujita is capable of appropriately performing the duties of Outside Director, judging from the aforementioned reasons, although he has not been directly involved in corporate management.

No.	Name (Date of birth)	Past exp	erience, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
		April 1978	Joined Honda Motor Co., Ltd.	
		April 1992	Chief Engineer of Wako Exploratory Technology Research Center	
		September 2004	Vice President (Managing Officer), Technology Management, Central Research Center, SAMSUNG SDI CO., LTD.	
		September 2009	Vice President (Managing Officer), Management Strategy, Headquarters, SAMSUNG SDI CO., LTD.	
	Noboru Sato	April 2011	Affiliate Professor, Institute of Innovation for Future Society, Nagoya University (to present)	
	(October 13, 1953)	December 2012	Senior Adviser, ESPEC CORP. (to present)	
	[Reappointment]	June 2021	Outside Director, the Company	
	[Outside Director]		Expert Member, Storage Battery Industry Strategy Promotion	
	[Independent Director]		Council, Ministry of Economy, Trade and Industry (to present)	
	[macpendent Director]	June 2022	Outside Director who is Audit and Supervisory Committee	
	[Years served as		Member, the Company (to present)	<b>7</b> 000
	Director]	(Significant concu	rrent positions)	5,000
	3 years	·Affiliate Professo	r, Institute of Innovation for Future Society, Nagoya University	
	5 years	·Senior Advisor, E	ESPEC CORP.	
3	Attendance at the	Expert Member, S	Storage Battery Industry Strategy Promotion Council, Ministry	
	Board of Directors	of Economy, Trad	e and Industry	
	meetings]			
	100%			
	(13/13)			
	[Attendance at the			
	Audit and Supervisory			
	Committee Members			
	meetings]			
	(13/13)			

[Reason for nomination as candidate for Director who is Audit and Supervisory Committee Member and expected roles] Mr. Noboru Sato led the establishment of research and development function for automotive batteries at Honda Motor Co., Ltd., worked as an engineer for many years before joining the management of SAMSUNG SDI CO., LTD., a global company, and has been engaged in education at a university. He thus has extensive experience and remarkable insight. Aiming to enlist him to use his experience and insight in ensuring appropriate decision-making by the Company's Board of Directors and supervising execution of duties by Directors, the Company decided to renominate him as a candidate for Outside Director who is Audit and Supervisory Committee Member.

No.	Name (Date of birth)	Past experience, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
4	DAT 1 41	April 1980 Joined Matsushita Electric Trading Co. April 2011 Officer, Panasonic Corporation April 2019 Senior Managing Executive Officer in charge of Automotive Sales April 2022 Fellow, TOYOTA MOTOR CORPORATION (to present)  April 2022 Executive Director, Japan Automobile Manufacturers Association, Inc. (to present)  June 2023 Chairman, FUNAI ELECTRIC CO., LTD.  (Significant concurrent positions) Fellow, TOYOTA MOTOR CORPORATION Executive Director, Japan Automobile Manufacturers Association, Inc.	
	[Daggar far marringtion	s a sandidata fan Dinastan vika is Audit and Sunamisany Committee Mansken and e	. 1 1 3

[Reason for nomination as candidate for Director who is Audit and Supervisory Committee Member and expected roles] Mr. Masahisa Shibata has extensive experience gained as a corporate manager and deep insight on the automotive business that is the Company's main market. Aiming to enlist him to use his experience and insight in ensuring appropriate decision-making by the Company's Board of Directors and supervising execution of duties by Directors, the Company decided to nominate him as a candidate for Outside Director who is Audit and Supervisory Committee Member.

No.	Name (Date of birth)	Past experience, positions and responsibilities at the Company, and significant concurrent positions						
		April 2000	Joined TOMY Company, Ltd.					
		April 2008	General Manager, Internal Control Promotion Department and					
			Corporate Planning Division					
		October 2016	Joined Topre Corporation, Assistant to Auditors (with General					
			Manager status)					
		June 2020	Director					
		June 2022	Senior Advisor, Toprec Corporation					
		January 2023	Senior Director, Morpho, Inc.					
	Akemi Uchida	June 2023	Outside Director, ISHIHARA SANGYO KAISHA, LTD.					
	(April 27, 1965)		(To present)					
		Outside Director, ISHIHARA SANGYO KAISHA, LTD.						
	[New appointment]							
5	[Outside Director]							
	[Independent Director]							
	[Years served as							
	Director]							
	_							
	[Attendance at the							
	Board of Directors							
	meetings]							
	-							
	[Attendance at the							
	Audit and Supervisory							
	Committee Members							
	meetings]							
	-							

[Reason for nomination as candidate for Director who is Audit and Supervisory Committee Member and expected roles] Ms. Akemi Uchida has extensive experience and insight in administration and auditing. Aiming to enlist her to use her experience and insight in ensuring appropriate decision-making by the Company's Board of Directors and supervising execution of duties by Directors, the Company decided to nominate her as a candidate for Outside Director who is Audit and Supervisory Committee Member.

(Notes) 1. There are no special interests between each of the candidates for Director and the Company.

- 2. Mr. Koji Fujita, Mr. Noboru Sato, Mr. Masahisa Shibata, and Ms. Akemi Uchida are candidates for Outside Director.
- 3. Mr. Koji Fujita will have served for seven years as Outside Director of the Company at the conclusion of this General Meeting of Shareholders and for six years as Director who is Audit and Supervisory Committee Member at the conclusion of this General Meeting of Shareholders.
- 4. Mr. Noboru Sato will have served for three years as Outside Director of the Company at the conclusion of this General Meeting of Shareholders and for two years as Director who is Audit and Supervisory Committee Member at the conclusion of this General Meeting of Shareholders.
- 5. In accordance with Article 427, Paragraph 1 of the Companies Act, the Company has entered into agreements with Mr. Koji Fujita and Mr. Noboru Sato that limit their liability for damages

- as set forth in Article 423, Paragraph 1 of the same Act. The limit of the liability for damages under these agreements is the amount stipulated in Article 425, Paragraph 1 of the Act. If the election of the both candidates is approved, the Company plans to continue such agreements with them. In addition, the Company plans to enter into the same agreements that limit the liability with Mr. Masahisa Shibata and Ms. Akemi Uchida.
- 6. The Company has appointed Mr. Koji Fujita and Mr. Noboru Sato to Independent Directors stipulated by Rule 436-2 of Tokyo Stock Exchange, Inc.'s Securities Listing Regulations and notified the appointment to the Exchange. If their election is approved, the Company plans to reappoint them to Independent Directors. Mr. Masahisa Shibata, and Ms. Akemi Uchida have satisfied requirements for Independent Director provided for by the Exchange. If their election is approved, the Company plans to appoint them to Independent Director, and notified the appointment to the Exchange.
- 7. The number of shares of the Company held by each candidate represents the status as of March 31, 2024.
- 8. The Company has concluded a directors and officers liability insurance contract with an insurance company. The insurance contract covers damages that may be incurred as a result of the liability assumed by Directors, the insured persons, in the execution of their duties, or any claims made against them in connection with the pursuit of such liability. Provided, however, that there are certain exemptions; for example, in case of conducts committed while knowing that the conduct is in violation of laws and regulations. The target ratio of payment of the insurance premiums is 90% by the Company and 10% by the insured. Each candidate will be included in the insured persons under this insurance contract.

The Company's Board of Directors has the structure that takes into account the overall balance between knowledge, experience and skills, diversity and size.

We believe it is, as of now, comprised of Directors whose specialized knowledge and experience differ in areas of management, technology, manufacturing, sales, financial affairs, etc. and has an appropriate number of members for it to make decisions in a to-the-point and swift manner and carry out supervision on execution of duties.

In addition, we appoint Independent Outside Directors to reinforce transparency of decision making and supervisory functions.

Below is a skills matrix of the Directors.

## [Skills Matrix]

		Outside Independent		Key experience/knowledge/skills							
	Name		Gender	Management in general	Industry experience	International experience	Sales/marketing	Manufacturing in general	Legal affairs / risk management	Financial accounting	Audit and Supervisory Committee
1	Sadao Sato	-	M	•	•	•	•				
2	Hitoshi Suzuki	-	M	•	•	•	•	•			
3	Mitsuyoshi Toyoshima	-	M	•	•	•	•		•	•	
4	Keiji Takeda	-	M	•	•	•		•			
5	Akihiko Ohira	1	M	•	•	•	•				
6	Toshihiko Miyauchi	1	M	•	•	•				•	Chair
7	Koji Fujita	0	M						•		Member
8	Noboru Sato	0	M	•	•	•		•			Member
9	Masahisa Shibata	0	M	•	•	•	•				
10	Akemi Uchida	0	F	•						•	