Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

Security Code 7987 June 6, 2022

To shareholders with Voting Right

Hideaki Yumoto President, **Nakabayashi Co.,Ltd.** 1-20 Kitahama-Higashi, Chuo-ku, Osaka

Notice of the 72th Annual General Meeting of Shareholders

Now, we will convene our 72th Ordinary General Meeting of Shareholders as follows.

Measures to prevent the spread of COVID-19 infections are still needed this year. As a result of careful consideration in response to this situation, the General Meeting of Shareholders will be held after appropriate infection prevention measures have been implemented as in the previous year.

In view of the spread of infections, shareholders are encouraged to refrain from visiting the General Meeting of Shareholders on the day of the General Meeting of Shareholders and to exercise their voting rights in writing or via the Internet in order to prevent spread of infections.

Please review the reference documents for the general meeting of shareholders described below and request that you exercise your voting rights by 5:30 p.m. (our closing time) on June 23, 2022 (Thursday), according to the information described below.

Notes

- 1. Date and Time: June 24,2022(Friday)10:00 a.m.(scheduled to commence at 9:30 a.m.)
- 2. Place: Our Osaka Head office 9th floor hall, 1-20 Kitahama-Higashi, Chuo-ku, Osaka

In order to prevent the spread of infection, the number of seats available will be greatly reduced this year by increasing the space between seats. Therefore, even if you come to the venue, you may be refused entry. Thank you very much for your understanding in advance. In addition, from the perspective of reducing the risk of spread of infectious diseases and ensuring the continuity of the Company's business, it is possible that some of our executives will attend the meeting and attend the meeting online, regardless of their health status on the day of the General Meeting of Shareholders.

3. Meeting Agenda

Matters to be reported 1. Contents of the 72th (from April 1, 2021 to March 31, 2022) Business Report, Contents of the consolidated calculation documents, and Report on the results of the audit of the consolidated calculation documents of the accounting auditor and the audit committee

2. Report on the contents of financial statements for the 72th fiscal term (from April 1, 2021 to March 31, 2022)

Proposals to be Resolved

Proposal No.1 Appropriation of Surplus

Proposal No.2 Partial Amendment to the Articles of Incorporation

Proposal No.3 Election of Six(6)Directors(excluding Directors who are Audit and Supervisory

Committee Members)

4. Information on the exercise of voting right

(1) In the case of the exercise of voting rights in writing

Please indicate your approval or disapproval on the enclosed voting forms and return them to us by 5:30 p.m. (our business closing time) on June 23, 2022.

(2) In the case of the exercise of voting rights by Electromagnetic Method

1) Voting on the Internet

When exercising voting rights over the Internet, refer to the "I. Voting on the Internet" on page 4 of the attached document, and then exercise the voting rights on Thursday, June 23, 2022, by 5:30 p.m. (our business closing time).

2) Electronic Voting Platform

With regard to the nominated shareholders (including standing proxies) of the trust management bank, etc., if an application has been made in advance for the use of the electronic voting platform operated by ICJ, Inc., a joint venture company established by the Tokyo Stock Exchange, etc., such platform may be used as an electromagnetic voting method for the general meeting of shareholders in addition to the exercise of voting rights via the Internet as described in 1) above.

(3)In the event voting rights are exercised in duplicate in writing and by electromagnetic method, voting rights by electromagnetic method shall be treated as effective voting rights exercised. In addition, when voting rights are exercised multiple times by electromagnetic method (including cases where voting rights are exercised on different devices such as PCs and smartphones), the last voting rights exercised shall be treated as valid voting rights exercised.

5. Other matters concerning the convocation of the general meeting of shareholders

In accordance with laws and regulations and the provisions of Article 14 of our Articles of Incorporation, the following matters are posted on our website (https://www.nakabayashi.co.jp/) instead of business reports, financial statements, and consolidated financial statements. Therefore, the accompanying documents of this Convocation Notice are part of the audit conducted by the Audit Committee and the Independent Auditor when preparing the Audit Report.

(1) Matters related to business reports:

"System to ensure that the execution of duties by directors conforms to laws and ordinances and the articles of incorporation, and System to ensure the appropriateness of other business operations",

"Operational status of system to ensure the appropriateness of business operations"

(2) Matters related to Consolidated Financial Statements:

"Consolidated Statements of Changes in Shareholders"," Equity and Consolidated Notes"

(3) Matters related to financial statements:

"Statement of Changes in Shareholders"," Equity and Individual Notes"

Period

- © When attending the meeting on the day, please submit the enclosed voting right exercise form to the venue reception desk without charge. The application will commence at 9:30 a.m.
- ◎ In the event of any amendment to the General Meeting Reference Documents, business reports, financ ial statements, and consolidated financial statements, such amendment shall be posted on our website (https://www.nakabayashi.co.jp/).
- © [Held at Cool Biz] On the day of the event, we will deal with it in light clothing (Cool Biz). We ask our shareholders to attend the meeting in light clothes.

<Requests for Shareholders>

- The above measures may be changed depending on the spread of infections by the day of the General Meeting of Shareholders or the content announced by the Government. Please check your outgoing information from our website (https://www.nakabayashi.co.jp/) on the internet.
- If you exercise your voting rights through the exercise of your voting rights, our staff will face the risk of infections in the process of returning your voting rights and in the aggregation process. Therefore, when exercising voting rights in advance, we ask that you exercise the voting rights via the Internet and other means as much as possible.
- Shareholders on the spot are requested to bring and wear masks. In addition, our general meeting operation staff will check their physical condition, including temperature checks, and apply them by wearing masks.
- At this general meeting, the items to be reported (including audit reports) and detailed explanations of the agenda will be omitted from the viewpoint of shortening the holding time to prevent the spread of pandemic COVID-19 infections. Shareholders are requested to notify the meeting of shareholders in advance.

Instructions for Voting by Electromagnetic Methods

I. Voting on the Internet

Please acknowledge the following matters in advance when exercising voting rights over the Internet.

1. Voting Website

The exercise of voting rights via the Internet is possible only by using the following website designated by us. the website for exercising voting rights: https://www.web54.net

2. Method of Exercising Voting Rights

(1)For users of PC

Please access the above address, use the "Voting Code" and "Password" on the enclosed voting form, and enter your approval or disapproval according to the page instructions.

(2)Smartphone users

By reading the "Smartphone Voting Rights Exercise website Login QR Code" on the enclosed voting form, the voting rights can be exercised through the Smartphone Voting Rights Exercise website where the "Voting Rights Exercise Code" and "Password" are not required to be entered.

If the content of the exercise is changed after exercising the voting rights once, it is necessary to read the QR code again and enter the Voting Right Exercise Code and Password on the Voting Right Exercise Form. (%QR code is a registered trademark of Denso Wave Incorporated)

3. Treatment of Exercise of Voting Rights

- (1) The exercise period of voting rights is until 5:30 p.m. on June 23, 2022. Please exercise the voting rights immediately.
- (2)When voting rights are exercised in duplicate in writing and over the Internet, the Company will treat those exercising voting rights over the Internet as valid voting rights. In addition, in the event the voting rights are exercised more than once over the Internet or in duplicate over a personal computer or smartphone, the last exercise of voting rights shall be treated as a valid exercise of voting rights.
- (3)The fees (such as interconnection fees) for providers and telecommunications carriers when using the voting website will be borne by shareholders.
- (4)The Voting Rights Exercise website may not be available depending on the Internet usage environment of PC.

4. Password and Exercise Code Handling

- (1)Passwords are important information to confirm that the voters are the shareholders themselves. Please handle it with care, like a seal impression or personal identification number.
- (2)If you make a mistake more than a certain number of times, you will not be able to use the password. If you wish to reissue your passwords, follow the instructions on the page.
- (3) The Exercise Code on the Exercise Form is valid only for this General Meeting.

5. Contact information about operating procedures for PCs, etc.

(1)If you have any questions regarding the use of a computer on this site regarding the exercise of voting rights, please contact the following.

Dial dedicated to Web Support for the Sumitomo Mitsui Trust Bank, Limited [Telephone] 0120(652) 031 (reception time: 9:00 to 21:00)

- (2) For other inquiries, please contact the following address.
- A. Shareholder who has an account with a securities company

 For shareholders who have an account with a securities company, please contact your securities company.
- B. Shareholders who do not have an account with a securities company (shareholders of a special account)

 Stock Transfer Agency Bussiness Planning Department, Sumitomo Mitsui Trust Bank, Limited

 [Telephone] 0120(782)031 (reception time: 9:00 to 17:00 except for holidays)

II. Electronic Voting Platform

Institutional investors are entitled to use the platform for electronic voting rights exercised via the electronic voting platform operated by ICJ, Inc., in addition to the Internet voting rights exercised as described in I above, as an electromagnetic voting method at our general meeting of shareholders.

Reference Documents for the Annual General Meetings of Shareholders

Proposals and Reference Documents

Proposal No. 1 Appropriation of Surplus

Our basic policy on dividends is to maintain stable dividends in order to further improve profits, and to increase internal reserves while taking into account the strengthening of our management base and future business development, thereby ensuring a balance between the two.

In addition, we have decided to maintain a consolidated dividend payout ratio of 30% to 40% in the medium-term management plan formulated on May 14, 2021.

With regard to the year-end dividends for the current period, in light of the 72th Performance, I hope that they will be as follows. As a result, the consolidated dividend payout ratio will be 56.0%.

- (1) Type of dividend property Cash
- (2) Matters related to the allocation of the property for distribution to the shareholders, and the aggregate amount of the dividend

12 yen per share of our common stock Total dividend: 328,488,588 yen

(3) Effective date of the dividends of surplus June 27, 2022

Proposal No. 2 Partial Amendment to the Articles of Incorporation

1. Reason for the change

The amended provisions stipulated in the proviso of Article 1 of the Supplementary Provisions of the "Law for Partial Amendment of the Corporate Law" (Law No. 70 of 2019) will come into force on September 1, 2022. Therefore, in preparation for the introduction of the electronic provision system of materials for general meetings of shareholders, the Articles of Incorporation of the Company will be amended as follows.

- (1) Article 14 ① of the proposed amendment stipulates that electronic provision measures shall be taken with respect to the information contained in the Reference Documents for General Meeting of Shareholders, etc.
- (2) Article 14 ② of the Proposal for Amendment sets forth provisions for limiting the scope of matters stated in the document to be delivered to the shareholder who made the Request for Delivery of Document.
- (3) The provisions of the Reference Documents for General Meetings of Shareholders and other documents that are deemed to be disclosed on the Internet (Article 14 of the current Articles of Incorporation) are no longer necessary, and therefore, these provisions will be deleted.
- (4) In conjunction with the above-mentioned establishment and deletion, the Supplementary Provisions concerning the effective date, etc. will be established.

2. Details of the change

The details of the amendments to the Articles of Incorporation are as follows. (Underlined parts are changed)

| Current Articles of Incorporation | Proposed amendment |
|---|--|
| * | Proposed amendment |
| [Deemed Provision of Reference Documents for Shareholders | |
| Meetings, etc. as Internet Disclosure] | |
| Article 14 When convening a general meeting of shareholders, | (Deleted) |
| the Company may deem that the Company provided the | |
| shareholders with information on matters to be stated or | |
| indicated in the Reference Documents for General Meeting of | |
| Shareholders, business reports, financial statements, and | |
| <u>consolidated</u> | |
| financial statements through disclosure via the Internet in | |
| accordance with the provisions of the applicable Ordinance of | [Electronic Provisioning Measures, etc.] |
| the Ministry of Justice. | Article 14 |
| (Establishment) | The Company shall, at the time of convening a general meeting |
| | of shareholders, take electronic measures for the information |
| | contained in the Reference Documents for General Meeting of |
| | Shareholders, etc. |
| | ②The Company may, with respect to all or part of the matters |
| | for which the Electronic Provisioning Measures are to be taken |
| | as prescribed by the applicable Ordinance of the Ministry of |
| | Justice, omit to state such matters in the documents to be |
| (Establishment) | delivered to the shareholders who have requested the delivery of |
| , , , | the documents by the Record Date of Voting Rights. |
| | [Supplementary Provisions] |
| | 1. The deletion of Article 14 of the current Articles of |
| | Incorporation [Deemed Provision of Reference Documents for |
| | Shareholders Meetings, etc. as Internet Disclosure] and the |
| | establishment of Article 14 of the proposed amendment |
| | [Electronic Provisioning Measures, etc.] shall become effective as |
| | from the date of enforcement of the amended provisions |
| | stipulated in the proviso of Article 1 of the Supplementary |
| | Provisions of the Act for Partial Revision of the Companies Act |
| | (Act No. 70 of 2019) (hereinafter referred to as the "Date of |
| | Enforcement"). |
| | Notwithstanding the provisions of the preceding paragraph, |
| | Article 14 of the current Articles of Incorporation shall remain |
| | * |
| | in force with respect to the general meeting of shareholders who |
| | se date shall be within six months from the Effective Date. |
| | 3. These Supplementary Provisions shall be deleted after the |
| | date on which six months have elapsed from the Effective Date |
| | or three months have elapsed from the date of the Shareholders' |
| | Meeting set forth in the preceding paragraph, whichever is later. |
| | |

Proposal No. 3 Election of Six(6) Directors (excluding Directors who are Audit and Supervisory Committee Members)

At the conclusion of this general meeting, 5 directors (excluding those who are Audit Committee Members) will expire their term of office. We would like to request the appointment of 6 directors (excluding those who are Audit Committee Members).

This proposal aims to continue to increase the flexibility of the Board of Directors in the fiscal year under review in order to respond to changing economic and social conditions, and to enhance the transparency and supervisory functions of the Board of Directors accordingly. To this end, the Company will maintain a composition of at least one-third of outside directors.

In addition, after consulting with the Nomination and Compensation Committee, the Audit Committee reviewed the proposal and received an opinion that it was appropriate.

The following are candidates for the board (excluding those who are members of the audit, etc.)

| Candidate No. | Name | | Present position in us or in any other company | | | |
|------------------|-----------------------|---|---|--|--|--|
| 1 | Hideaki Yumoto | Reappointment President and Representative Director General manager of Business Division Representative Director, Sunlemon Co., Ltd. | | | | |
| 2 | Kazuyoshi Nakabayashi | Reappointment | Senior Managing Director Deputy General manager of Business Division President of NB Nakabayashi Co., Ltd. Representative Director of Teranishi Chemical Co., Ltd. | | | |
| 3 | Yoji Maeda | Reappointment | Director and Managing Executive Officer Deputy General Manager, Affiliated Companies Representative Director of Fujikogei-print Co.,Ltd. | | | |
| 4 | Katsuhiro Awaji | Reappointment | Senior Executive Officer, President of Tokyo Head Office, General Manager of Sales Dept. related to CC Company Representative Director, Fueru Sales Co., Ltd. | | | |
| 5 | Shinichi Aoyama | New appointment | Executive Officer, General Manager of BPS Company, General Manager of Headquarters plant | | | |
| 6 | Nobuyoshi Yamaguchi | Reappointment Outside Director | Outside Director Representative Director, Sakai Holdings Co., Ltd. | | | |

Candidate No. 1 Reappointment



Hideaki Yumoto

(March 1, 1959)

- Number of our shares owned; 28,118 shares
- Years served as director: 10 years

Brief biographical outline, position, responsibilities, and other important concurrent posts

Dec.1984 Joined our company

Jan. 2001 Director of Sendai business office

Apr.2009 Deputy General Manager of Manufacturing and Sales Company, General Manager of Manufacturing and Sales Department.

Apr.2010 Executive Officer

Jun.2012 Director and General Manager of Loas Sales Department

Jun.2013 General Manager of Related Sales Dept.

Apr.2016 President of Manufacturing and Sales Company

Jun.2016 Managing Executive Officer

Jan.2017 President and Representative Director of Franklin Planner Japan Co., Ltd.

Jun.2017 Managing Directors of the Company

Jun.2018 President and Representative Director (to present)

General manager of Business Division (to present)

Jun.2020 Representative Director, President and Chief Executive Officer (to present)

Jul.2021 Representative Director, Sunlemon Co., Ltd.(to present)

<Reason for appointment>

Based on his track record as a planning and sales representative and in charge of various sales channels ranging from regional to nationwide, his wealth of experience centered on products and sales channels, his track record in subsidiary management, and his track record in promoting and supervising all aspects of internal and external operations as managing directors and representative directors, we have decided to continue to be qualified as a director.

Candidate No. 2

Reappointment



Kazuyoshi Nakabayashi

(February 16, 1975)

- Number of our shares owned; 53,881 shares
- Years served as director: 12 years

Brief biographical outline, position, responsibilities, and other important concurrent posts

Apr.1997 Joined our company

Apr.2008 Head of Manufacturing and Sales Company and General Manager of Planning Department

Apr.2009 Executive Officer

Deputy General Manager of Business Division (to present)

Jun.2010 Director

Jun.2011 Managing Executive Officer

Jun.2012 Managing Director

Jun.2016 Senior Managing Director (to present)

Dec. 2017 President of NB Nakabayashi Co., Ltd. (to present)

Jan. 2019 Executive Vice President of Teranishi Chemical Industry Co., Ltd.

Jun.2019 Representative Director of Teranishi Chemical Industry Co., Ltd. (to present)

Jun.2020 Director, Senior Managing Executive Officer of the Company (to present)

Significant Concurrent Positions

President of NB Nakabayashi Co., Ltd.

Representative Director of Teranishi Chemical Industry Co., Ltd. (to present)

<Reason for appointment>

As our senior managing director, he has been promoting the development of new businesses by taking advantage of his work experience in product sales, product planning, public relations, and overseas subsidiary management, and has been in charge of the management of the Group. Based on the fact that he has a high level of knowledge based on his wide range of experience, we have decided to continue to be qualified as a director.

Candidate No. 3 Reappointment



Yoji Maeda

(October 29, 1961)

Number of our shares owned; 17,803

■ Number of years served as director: 8 years

Brief biographical outline, position, responsibilities, and other important concurrent posts

Apr.1980 Joined our company

Apr.2011 General Manager, Product Management Department, Manufacturing and Sales Company

Apr.2012 Executive Officer

Jun.2012 Deputy General Manager of Related Companies Headquarters General Manager of Shimane Regional H.Q.

President and Representative Director of Shimane Nakabayashi Co., Ltd.

Jun.2014 Director

Jun.2017 Managing Executive Officer

Jun.2018 Managing Director

Apr.2020 President and Representative Director of Fuji Kogei Insatau Co., Ltd. (to present)

Jun.2020 Director and Managing Executive Officer(to present)

Significant Concurrent Positions

Representative Director of Fuji Kogei-print Co., Ltd.

<Reason for appointment>

He has been in charge of the distribution and manufacturing divisions, etc. and has a track record of innovation in the distribution divisions and abundant experience mainly in the manufacturing divisions. He has improved the performance of the manufacturing subsidiaries, and based on his track record in reforming the production system and improving the efficiency of facility upgrades, as well as a track record in developing new businesses, he has continued to be judged to be qualified as a director.

Candidate No. 4 Reappointment



(July16, 1963)
■ Number of our shares owned; 13,529

■ Number of years served as director: 1 years

Brief biographical outline, position, responsibilities, and other important concurrent posts

Apr. 1986 Joined our company

Jun. 2013 President and Representative Director of Fueru Sales Co., Ltd. (to present)

Apr. 2015 General Manager of Our Department

Jun. 2017 Executive Officer

Jun. 2018 General Manager of Related Sales Dept. of Manufacturing and Sales Company (to present)

Apr. 2019 President, Tokyo Head Office(to present)

Jun. 2019 Director and Executive Officer

Jun. 2020 Senior Executive Officer (current)

Significant Concurrent Positions

Representative Director, Fueru Sales Co., Ltd.

<Reason for appointment>

To date, the Manufacturing and Sales Company (now CC Company) has achieved a track record in sales channels such as stationery wholesale and retail store sales, and has shown its ability to grow sales in ecommerce sales and contribute to the acquisition of new sales channels, and was judged to be qualified as a director.

Candidate No. 5 New appointment



Shinichi Aoyama (March 16, 1964)

- Number of our shares owned; 9,996 shares
- Number of years served as director: 0 years

Candidate No. 6
Reappointment
Outside Director



NobuyoshiYamaguchi (January 20, 1955)

- Number of shares in our possession; 0
- Number of years served as director: 8 years

Brief biographical outline, position, responsibilities, and other important concurrent posts

Apr. 1986 Joined our company

Apr. 2007 General Manager of Sakai Factory

Apr. 2013 General Manager of Our Department

Jun. 2013 Director, Hyogo Nakabayashi Co., Ltd.

Jun. 2018 Executive Officer, In charge of Purchasing Dept. (to present)

Oct. 2019 General Manager, Headquarters plant of BPS Company

(to present)

Mar. 2022 President, BPS Company (to present)

<Reason for appointment>

Historically, he has been in charge of our manufacturing department and has extensive experience. He has demonstrated his ability to contribute to improving business performance by revamping the production system and improving the efficiency of facility upgrades, and through collaboration between manufacturing and sales, and was judged to be qualified as a director.

Brief biographical outline, position, responsibilities, and other important concurrent posts

Apr.1977 Joined The Kyowa Bank, Ltd. (currently Resona Bank, Limited) Jul. 1998 General Manager, Sydney Branch, Asahi Bank (currently Resona Bank, Limited)

Mar.2002 General Manager, New Urban Sales Dept. and General Manager, New Urban Sales Dept. No.2, Resona Bank, Ltd.

Jun. 2003 Executive Officer of Head of Tokyo Loan Dept. I, Resona Bank, Ltd.

Jun. 2005 Managing Executive Officer, In charge of Corporate Business Dept.

Apr. 2008 Managing Executive Officer, General Manager of Tokyo Sales Dept.

Jun. 2010 Director and Senior Managing Executive Officer

In charge of the Tokyo metropolitan area and independent stores

Apr. 2013 President of Resona Card Co., Ltd.

Jun. 2014 Outside Director of the Company (to present)

Apr. 2015 Senior Managing Director of Tokyo Kantei Co., Ltd.

Dec.2015 Outside Director of SKI Co., Ltd. (currently SAKAI HOLDINGS CORPORATION) (to present)

Jun.2016 Outside Director, Audit and Supervisory Committee Member of Ushio Electric Co., Ltd.

Mar.2022 Chairman of the Representative Board of Sakai-Holdings Corporation (to present)

<Reason for appointment>

Based on his wealth of experience as a corporate manager over many years, as an outside director, we have received useful opinions and suggestions for the management of the Company. In order to further strengthen the functions of the Board of Directors, we have decided to continue to be qualified as a director.

- (NOTE) 1. There is no special interest between the candidate and us.
 - 2. Mr. Nobuyoshi Yamaguchi is a candidate for outside director.
 - 3. Mr. Nobuyoshi Yamaguchi has extensive experience as a corporate manager for many years and is expected to fulfill his supervisory function from this perspective, and is requested to appoint him as an outside director.
 - 4. When this General Meeting of Shareholders is closed, Mr. Nobuyoshi Yamaguchi's term of office as an external director is 8 years.
 - 5. We have entered into an agreement with Mr. Nobuyoshi Yamaguchi to limit liability for damages pursuant to Article 427, Paragraph 1 of the Companies Act and Article 33, Paragraph 2 of our Articles of Incorporation, and the maximum amount of liability for damages under such agreement shall be the minimum amount stipulated by law.

- 6. We have concluded an officer's liability insurance contract as set forth in Article 430-3, Paragraph 1 of the Companies Act with the insurance company and will cover the legal damages and litigation expenses incurred by the insured under the relevant insurance contract. If Mr. Nobuyoshi Yamaguchi is reappointed, he will be included in the insured of the relevant insurance contract. In addition, it is scheduled to be updated at the time of the next update.
- 7. Mr. Nobuyoshi Yamaguchi meets the requirements for Independent Directors and Audit & Supervisory Board Members stipulated by the Tokyo Stock Exchange, and we have notified him as an Independent Director.
- 8. The number of Shares held by each Candidate includes the Shares held by the Directors Shareholding Association. (Rounded down to less than one share)

Reference [Skill Matrix]

| Name | Name | Overall management | Sale by order | Product sales | Sales strategy | Technological development | Diversity | Financial accounting | Crisis Legal Affairs |
|--|--------------------------|-----------------------|------------------|------------------|----------------------------------|--|--|----------------------|--|
| President and Representative Director | Hideaki Yumoto | 0 | | 0 | 0 | 0 | | | |
| Director and Senior Managing Executive Officer | Kazuyoshi Nakabayashi | 0 | | 0 | 0 | 0 | 0 | | |
| Director and Managing Executive Officer | Yoji Maeda | 0 | 0 | | 0 | 0 | | | |
| Candidate for director | Katsuhiro Awaji | 0 | | 0 | 0 | | | | |
| Candidate for director | Shinichi Aoyama | | 0 | | 0 | 0 | | | |
| Outside Director | Nobuyoshi Yamaguchi | (| | | | | | 0 | |
| Director Full-time Audit & Supervisory Committee Member | Shigeyuki Sugihara | | | | | | | 0 | |
| Outside Director and Audit & Supervisory Committee Member | Naoko Nakatsukasa | | | | | | 0 | | 0 |
| Outside Director and Audit & Supervisory Committee Member | Masahiro Hachimonji | 0 | | | | | | 0 | |
| Note | Note | Management experience | | | Including planning and logistics | Including manufacturing (plant)technology development and IT technology | Including gender and international perspectives | | Crisis management and legal affairs |