

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.

(Stock Exchange Code 7287)
June 6, 2022

To Shareholders with Voting Rights:

Koichi Sato
President, Representative Director and Chief
Executive Officer
NIPPON SEIKI CO., LTD.
2-34, Higashizaoh 2-chome, Nagaoka-shi,
Niigata

**NOTICE OF
THE 77TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

You are cordially notified of the 77th Annual General Meeting of Shareholders of NIPPON SEIKI CO., LTD. (the “Company”). The meeting will be held for the purposes as described below.

In order to prioritize the safety of our shareholders and prevent the spread of new coronavirus (COVID-19) infection, we ask that you exercise your voting rights in writing or via the Internet as far as possible in advance and refrain from attending the meeting on the day of the meeting regardless of your health condition. Please review the attached Reference Documents for the General Meeting of Shareholders and cast your vote in accordance with the “Guidance on How to Exercise the Voting Rights” presented on pages 3 to 4 by 5:00 p.m. on Friday, June 24, 2022, Japan time.

- 1. Date and Time:** Monday, June 27, 2022, at 10:00 a.m.
- 2. Place:** Gymnasium at the headquarters of the Company, located at 2-34, Higashizaoh 2-chome, Nagaoka-shi, Niigata
- 3. Meeting Agenda:**
Matters to be reported:
 1. The Business Report, Consolidated Financial Statements for the Company’s 77th Fiscal Year (April 1, 2021–March 31, 2022) 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 77th Fiscal Year (April 1, 2021–March 31, 2022)

Proposals to be resolved:

- | | |
|-------------------|---|
| Proposal 1 | Partial Amendments to the Articles of Incorporation |
| Proposal 2 | Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members) |

End

- The reception starts at 9 a.m.
- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- If you are unable to attend the meeting, you may exercise your voting rights by a proxy. In such case, the proxy must be another shareholder of the Company who holds voting rights, and that person will be required to submit a document certifying his/her authority to be a proxy.
- Should the Reference Documents for the General Meeting of Shareholders, the Business Report, the Non-consolidated Financial Statements and the Consolidated Financial Statements require revisions, the revised versions will be posted on the Company's website (<https://www.nippon-seiki.co.jp/>).
- Among the documents to be provided in this Notice, the Notes to Consolidated Financial Statements and the Notes to Non-consolidated Financial Statements are posted on the Company's website (<https://www.nippon-seiki.co.jp/>) pursuant to applicable laws and regulations and Article 16 of the Articles of Incorporation of the Company. Accordingly, these Notes are not included in the attached document of this Notice. This Notice presents only part of the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by Accounting Auditor and the Audit and Supervisory Committee in preparing the accounting audit report and the audit report.
- Please note that we will be wearing masks in casual attire (Cool Biz) on the day of the meeting.
- In order to prevent the spread of infectious diseases such as the COVID-19, we ask that you please make sure you are in good physical condition, wear a mask, sanitize your hands, and take your temperature.

Guidance on How to Exercise the Voting Rights

If you are able to attend the General Meeting of Shareholders:

Attending the General Meeting of Shareholders	<p>Date and time of the meeting: Monday, June 27, 2022, at 10:00 a.m. Please bring the enclosed Voting Rights Exercise Form and submit it at the reception desk. Please come to the venue early as the reception desk will be crowded immediately before the opening of the meeting.</p>
--	---

If you are unable to attend the General Meeting of Shareholders:

Voting in writing	“Smart Voting”	Voting via the Internet From a PC, a smartphone, etc., access the voting website at: https://www.web54.net
Voting Deadline	Voting Deadline	Voting Deadline
To be received no later than 5:00 p.m. Friday, June 24, 2022	No later than 5:00 p.m. Friday, June 24, 2022	No later than 5:00 p.m. Friday, June 24, 2022
Please indicate your vote for or against the proposal on the enclosed Voting Rights Exercise Form and return it so that it will be received by the Shareholder Register Administrator of the Company by the deadline.	Please scan the “Login QR Code for the voting website for smartphones” provided in the lower right of the enclosed Voting Rights Exercise Form with a smartphone or a tablet terminal.	Please access the voting website, use the Voting Rights Exercise Code and the Password provided on the enclosed Voting Rights Exercise Form, and follow the on-screen instructions to register your vote for or against the proposal.
Please see the following page for detail.		

Handling of multiple votes

- 1) If you have exercised your voting rights both in writing and via the Internet (including “Smart Voting”), the vote exercised via the Internet (including “Smart Voting”) shall be deemed effective.
- 2) If you have exercised your voting rights more than once via the Internet (including “Smart Voting”), the latest vote shall be deemed effective.

If you have questions about the use of your PC or smartphone for exercising your voting rights, please contact:

Sumitomo Mitsui Trust Bank, Limited, Securities Agent Web Support Hotline

Toll-free call: 0120-652-031

Services available from 9 a.m. to 9 p.m.

“Smart Voting”	
1. Access the voting website for smartphones Please scan the “Login QR Code for the voting website for smartphones” with a smartphone or a tablet terminal. <small>*QR Code is a registered trademark of DENSO WAVE INCORPORATED.</small>	
2. Open the voting website Please access the URL presented on the screen, to open the voting website. There are two ways to exercise your voting rights.	
3. Vote for or against each proposal individually Please follow the on-screen instructions to enter your vote for or against each proposal.	4. “Approve” all the proposals presented by the Company
If there are no problems on the confirmation page, please click on “Submit Vote” button to complete the voting process.	
If you wish to change your vote after you have exercised your voting rights, you will need to scan the QR Code again and enter the “Voting Rights Exercise Code” and the “Password” provided on the enclosed Voting Rights Exercise Form (You may also exercise your voting rights by accessing the voting website at https://www.web54.net directly from your PC.).	

Voting via the Internet
1. Access the voting website at: https://www.web54.net
2. Log in by entering the “Voting Rights Exercise Code” provided on the enclosed Voting Rights Exercise Form
3. Enter the Password provided on the enclosed Voting Rights Exercise Form
After that, please follow the on-screen instructions to enter your vote for or against each proposal.

* Shareholders will be responsible for connection and communication charges when using the voting website.

* You may not be able to use the voting website depending on your Internet environment, the service you subscribe to, and the model of smartphone, etc. you are using.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Partial Amendments to the Articles of Incorporation

1. Reasons for amendments

The amended provisions stipulated in the proviso of Article 1 of the supplementary provisions of the “Act Partially Amending the Companies Act” (Act No. 70 of 2019) will be enforced on September 1, 2022. Accordingly, in order to prepare for the introduction of the system for electronic provision of materials for general meetings of shareholders, the Articles of Incorporation of the Company shall be amended as follows.

- (1) The proposed Article 16, Paragraph 1 provides that information contained in the reference materials for the general meeting of shareholders, etc. shall be provided electronically.
- (2) The purpose of the proposed Article 16, Paragraph 2 is to establish a provision to limit the scope of matters to be included in the paper copy to be sent to shareholders who have requested it.
- (3) The provisions related to the internet disclosure and deemed provision of the reference materials for the general meeting of shareholders, etc. (Article 16 of the current Articles of Incorporation) will become unnecessary and will therefore be deleted.
- (4) In line with the above establishment and deletion of the provisions, supplementary provisions related to the effective date, etc. shall be established.

2. Details of amendments

The details of the amendments are as follows.

(Underlines indicate the amended parts)

Current Articles of Incorporation	Proposed Amendments
<p><u>(Internet Disclosure and Deemed Provision of Reference Materials for General Meetings of Shareholders, Etc.)</u> Article 16 The Company may, when convening a general meeting of shareholders, deem that it has provided information to shareholders pertaining to matters to be described or indicated in the reference materials for the general meeting of shareholders, business report, non-consolidated financial statements, and consolidated financial statements, by disclosing such information through the internet in accordance with the provisions provided in the Ordinance of the Ministry of Justice.</p>	<p>(Deleted)</p>
<p>(New establishment)</p>	<p><u>(Measures for Electronic Provision, Etc.)</u> Article 16 The Company shall, when convening a general meeting of shareholders, provide information contained in the reference materials for the general meeting of shareholders, etc. electronically.</p> <p>2. <u>Among the matters to be provided electronically, the Company may choose not to include all or part of the matters stipulated in the Ordinance of the Ministry of Justice in the paper copy to be sent to shareholders who have requested it by the record date for voting rights.</u></p>


<p>(New establishment)</p>	<p>(Supplementary provisions)</p> <p><u>Article 1 The deletion of Article 16 (Internet Disclosure and Deemed Provision of Reference Materials for General Meetings of Shareholders, Etc.) of the current Articles of Incorporation and the establishment of the proposed Article 16 (Measures for Electronic Provision, Etc.) shall come into effect on September 1, 2022, which is the date of enforcement of the amended provisions stipulated in the proviso of Article 1 of the supplementary provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) (the “Effective Date”).</u></p> <p><u>2. Notwithstanding the provisions of the preceding paragraph, Article 16 of the current Articles of Incorporation shall remain in force with respect to a general meeting of shareholders to be held on a date within six months from the Effective Date.</u></p> <p><u>3. These supplementary provisions shall be deleted after the lapse of six months from the Effective Date or the lapse of three months from the date of the general meeting of shareholders set forth in the preceding paragraph, whichever is later.</u></p>
----------------------------	--


Proposal 2: Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)


The terms of office of all six (6) Directors (excluding Directors who are Audit and Supervisory Committee Members; the same applies in this proposal) will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of six (6) Directors is proposed.


The candidates for Directors are as follows:


No.	Name	Current position at the Company	Attributes	Number of attendances at Board of Directors meetings
1	Koichi Sato	President, Representative Director and Chief Executive Officer	Reappointment Male	14 / 14
2	Masatoshi Azuma	Director and Managing Officer	Reappointment Male	14 / 14
3	Yuji Osaki	Director and Managing Officer	Reappointment Male	14 / 14
4	Keiichi Nagano	Director and Senior Operating Officer	Reappointment Male	10 / 10
5	Kazuhiko Murayama	Senior Operating Officer	New appointment Male	-
6	Masahiro Yoshihara	Operating Officer	New appointment Male	-


No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
1	 Koichi Sato (October 26, 1962)	April 1985 Joined the Company April 2006 Vice President and Director, N.S. International, Ltd. June 2011 Director, the Company June 2013 Managing Director June 2016 Director and Managing Officer April 2017 Director and Senior Managing Officer June 2019 Representative Director and Senior Managing Officer October 2019 In charge of Cost Reduction Project April 2020 In charge of Instrument Business Headquarters, Instrument Design Headquarters and Engineering Headquarters Geographical area in his charge: Europe June 2020 President, Representative Director and Chief Executive Officer (to present)	15,550	None
(Number of attendances at Board of Directors meetings)		14 / 14		
(Reasons for selecting the candidate for Director) Koichi Sato has taken a leading role in the management of the Company as President and Representative Director and has an extensive range of experience in the execution of business in the engineering division and deep insight into corporate management. Aiming expansion and growth of business as a “Monozukuri Business Group,” he has taken the leadership of the Nippon Seiki Group in implementing measures to enhance its corporate value. It is expected that, as a member of the Board of Directors, he will continue to utilize his wealth of experience and achievements to reinforce the Board’s decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.				

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
2	 Masatoshi Azuma (June 11, 1963)	<p>April 1984 Joined the Company</p> <p>July 2004 Senior Manager, Development Dept., R&D Center, Engineering Headquarters</p> <p>December 2007 Senior Manager, HUD Engineering Dept., Instrument Cluster Design and Engineering Supervision Dept., Engineering Headquarters</p> <p>June 2014 Operating Officer</p> <p>June 2014 Deputy General Manager, Instrument Cluster Design and Engineering Supervision Dept., Engineering Headquarters and Senior Manager, HUD Engineering Dept.</p> <p>April 2017 Chief of the Headquarters, Instrument Design Headquarters</p> <p>June 2018 Senior Operating Officer</p> <p>April 2020 Chief of the Headquarters, Enterprise Management Headquarters and General Manager, Enterprise Supervision Dept. Geographical area in his charge: ASEAN</p> <p>June 2020 Director and Managing Officer (to present)</p> <p>June 2020 Chief of the Headquarters, Enterprise Management Headquarters and General Manager, Enterprise Supervision Dept. In charge of EMS & Component Headquarters Geographical area in his charge: ASEAN and Taiwan</p> <p>April 2021 Chief of the Headquarters, Enterprise Management Headquarters Geographical area in his charge: ASEAN and Taiwan (to present)</p> <p>(Significant concurrent position)</p> <ul style="list-style-type: none"> • Chairman of the Board, Thai Nippon Seiki Co., Ltd. • Chairman, Vietnam Nippon Seiki Co., Ltd. • Chairman, Taiwan Nissei Display System Co., Ltd. 	7,200	See Note 1
		(Number of attendances at Board of Directors meetings) 14 / 14		
		<p>(Reasons for selecting the candidate for Director)</p> <p>Masatoshi Azuma has an extensive range of experience and achievements through the execution of businesses in the divisions of development, engineering and business management. In addition, he has assumed the office of Director and Managing Officer, thereby acquiring deep insight into corporate management.</p> <p>By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.</p>		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
3	 Yuji Osaki (February 6, 1962)	March 1982 Joined the Company October 2012 Senior Manager, Business Dept. III, Automobile Business Supervision Dept., Business Headquarters June 2014 Operating Officer October 2016 General Manager, Business Supervision Dept. I, Business Headquarters April 2018 Chief of the Headquarters, Sourcing Headquarters June 2019 Senior Operating Officer April 2020 Chief of the Headquarters, Sourcing Headquarters Geographical area in his charge: Japan June 2020 Director and Managing Officer (to present) April 2021 Chief of the Headquarters, Sourcing Headquarters In charge of Automotive Business Headquarters, Quality Assurance Headquarters and Consumer Product Business Headquarters Geographical area in his charge: Japan April 2022 Chief of the Headquarters, Sourcing Headquarters In charge of Meter Business Headquarters, Sensor, EMS and Parts Business Headquarters, Automotive Business Headquarters, Quality Assurance Headquarters and Consumer Product Business Headquarters Geographical area in his charge: Japan (to present) (Significant concurrent position) • Chairman, Hong Kong Nippon Seiki Co., Ltd. • Chairman, Dongguan Nissei Electronics Co., Ltd.	8,600	See Note 2
		(Number of attendances at Board of Directors meetings) 14 / 14 (Reasons for selecting the candidate for Director) Yuji Osaki has an extensive range of experience and achievements through the execution of businesses in the divisions of business and sourcing. In addition, he has assumed the office of Director and Managing Officer, thereby acquiring deep insight into corporate management. By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
4	 Keiichi Nagano (July 5, 1965)	<p> April 1989 Joined the Company December 2007 Senior Manager, Development Dept., Engineering Headquarters March 2014 General Manager, Nippon Seiki (Europe) B.V. November 2016 Director, Nippon Seiki (Europe) B.V. April 2018 General Manager (Senior Manager), Development Supervision Dept., Engineering Headquarters April 2020 Operating Officer April 2020 Chief of the Headquarters, Instrument Design Headquarters June 2020 Senior Operating Officer June 2020 Chief of the Headquarters, Instrument Design Headquarters April 2021 Geographical area in his charge: Europe Chief of the Headquarters, Automotive Design Headquarters June 2021 Geographical area in his charge: Europe Director and Senior Operating Officer (to present) June 2021 Chief of the Headquarters, Automotive Design Headquarters In charge of HUD Engineering Headquarters and Engineering Headquarters Geographical area in his charge: Europe April 2022 Chief of the Headquarters, Automotive System Design Headquarters In charge of HUD Business Headquarters and Engineering Headquarters Geographical area in his charge: Europe (to present) (Significant concurrent position) • Chairman of the Board, DaNang Nippon Seiki Co., Ltd. </p>	8,300	See Note 3
(Number of attendances at Board of Directors meetings) 10 / 10		(Reasons for selecting the candidate for Director) Keiichi Nagano has an extensive range of experience and achievements through the execution of businesses in the divisions of development and engineering, the management of overseas subsidiaries, and other responsibilities. In addition, he has assumed the office of Director and Senior Operating Officer, thereby acquiring deep insight into corporate management. By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
5	 Kazuhiko Murayama (October 3, 1961) <div style="border: 1px solid black; padding: 2px; display: inline-block;">New appointment</div>	April 1985 Joined the Company April 2012 Senior Manager, SD Center Preparatory Office, Business Headquarters May 2012 Business Vice President, Nissei Display Sales and Development Co., Ltd. May 2015 President, Nissei Display Sales and Development Co., Ltd. May 2018 Senior Manager, Business Supervision Dept. I, Instrument Business Headquarters April 2019 Operating Officer April 2019 General Manager, Overseas Business Supervision Dept., Instrument Business Headquarters April 2020 Deputy Chief of the Headquarters, Instrument Business Headquarters April 2021 Chief of the Headquarters, Automotive Business Headquarters Geographical area in his charge: North and Mid America and South America (to present) June 2021 Senior Operating Officer (to present) (Significant concurrent position) • Chairman of the Board, Nippon Seiki De Mexico S.A. De C.V.	8,653	See Note 4
		(Reasons for selecting the candidate for Director) Kazuhiko Murayama has an extensive range of experience and achievements through the execution of businesses in the business division and as the top management of overseas subsidiaries. In addition, he has assumed the office of Senior Operating Officer, thereby acquiring deep insight into corporate management. By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been newly selected as a candidate for Director.		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
6	 <p data-bbox="204 584 391 674">Masahiro Yoshihara (March 11, 1964)</p> <div data-bbox="220 703 368 775" style="border: 1px solid black; padding: 2px; width: fit-content;"> <p data-bbox="228 712 360 766">New appointment</p> </div>	<p data-bbox="403 286 1150 837"> September 1985 Joined the Company October 2011 Senior Manager, Manufacturing Engineering Dept., Production Engineering Supervision Dept., Production Headquarters July 2016 Production Vice President, Shanghai Nissei Display System Co., Ltd. October 2016 President, Shanghai Nissei Display System Co., Ltd. April 2021 Operating Officer (to present) May 2021 Chief of the Headquarters, Production Engineering Headquarters April 2022 Chief of the Headquarters, Production Engineering Headquarters Geographical area in his charge: China (to present) (Significant concurrent position) • Chairman, Shanghai Nissei Display System Co., Ltd. • Chairman, Wuhan Nissei Display System Co., Ltd. • Chairman, Nissei Display Sales and Development Co., Ltd. • Chairman, Hong Kong Ek Chor Nissei Co., Ltd. </p> <p data-bbox="228 846 1129 1077"> (Reasons for selecting the candidate for Director) Masahiro Yoshihara has an extensive range of experience and achievements through the execution of businesses in the divisions of production and production engineering and as the top management of overseas subsidiaries. In addition, he has assumed the office of Operating Officer, thereby acquiring deep insight into corporate management. By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been newly selected as a candidate for Director. </p>	532	See Note 5

(Notes)

1. Candidate for Director, Masatoshi Azuma, has the following special interests with the Company.
 - a. He concurrently serves as Chairman of the Board, Thai Nippon Seiki Co., Ltd., with which the Company has business relationships, including the sales and purchases of products and parts.
 - b. He concurrently serves as Chairman, Vietnam Nippon Seiki Co., Ltd., with which the Company has business relationships, including the sales of products.
 - c. He concurrently serves as Chairman, Taiwan Nissei Display System Co., Ltd., with which the Company has business relationships, including the sales and purchases of products and parts. The Company also provides loans thereto.
2. Candidate for Director, Yuji Osaki, has the following special interests with the Company.
 - a. He concurrently serves as Chairman, Hong Kong Nippon Seiki Co., Ltd., with which the Company has business relationships, including the sales and purchases of products and parts. The Company also provides loans thereto.
 - b. He concurrently serves as Chairman, Dongguan Nissei Electronics Co., Ltd., with which the Company has business relationships, including the sales of products. The Company also provides loans thereto.
3. Candidate for Director, Keiichi Nagano, concurrently serves as Chairman of the Board, DaNang Nippon Seiki Co., Ltd., with which the Company has business relationships, including design outsourcing.
4. Candidate for Director, Kazuhiko Murayama, concurrently serves as Chairman of the Board, Nippon Seiki De Mexico S.A. De C.V., with which the Company has business relationships, including the sales and purchases of products and parts. The Company also provides loans thereto.
5. Candidate for Director, Masahiro Yoshihara, has the following special interests with the Company.
 - a. He concurrently serves as Chairman, Shanghai Nissei Display System Co., Ltd., with which the Company has business relationships, including the sales and purchases of products and parts.
 - b. He concurrently serves as Chairman, Wuhan Nissei Display System Co., Ltd., with which the Company has business relationships, including the sales of products. The Company also provides loans thereto.
 - c. He concurrently serves as Chairman, Nissei Display Sales and Development Co., Ltd., with which the Company has business relationships, including the sales of products.
 - d. He concurrently serves as Chairman, Hong Kong Ek Chor Nissei Co., Ltd.
6. The Company has entered into a directors and officers (D&O) liability insurance contract with an insurance company. In the event that claims for damages are made against the insured persons, the said insurance contract shall compensate for legal damages and litigation expenses to be borne by the insured. If elected, each candidate will be insured under the said insurance contract. Also, the Company intends to renew the said insurance contract with the same contents at the time of next renewal.
7. The Audit and Supervisory Committee has expressed its opinion regarding the selection of Directors (excluding Directors who are Audit and Supervisory Committee Members) as follows:

The Audit and Supervisory Committee, based on the “Audit and Supervisory Committee Auditing Standards,” examined with regard to this proposal whether the candidates have been selected and nominated in accordance with the policy set forth in the “Basic Approach to Corporate Governance” of the Company, after receiving explanations of the deliberation results from the Appointment Advisory Committee consisted of three Outside Directors who are Audit and Supervisory Committee Members regarding the approach taken in selecting candidates for Directors and their careers, achievements, and roles, etc. that are to be assigned to each candidate, and exchanging opinions. As a result, it has deemed that the selection and nomination procedures are appropriate and that each candidate is suitable as a Director of the Company.

Reference: Composition of the Board of Directors and Skills Matrix after Election

			Corporate Management	Production / Production Engineering	Research, Development, Design	Marketing, Business	Accounting, Finance, Tax	Corporate Governance	ESG, Sustainability	Global Experience	HR, Personnel Development	IT, DX
Koichi Sato	Inside		◎		◎	○				◎		
Masatoshi Azuma	Inside		○		◎		○	○			○	○
Yuji Osaki	Inside		○			○				○		
Keiichi Nagano	Inside		○		◎					◎		
Kazuhiko Murayama	Inside		◎			◎				◎		
Masahiro Yoshihara	Inside		◎	◎						◎		
Haruhiko Otaki	Inside	Audit and Supervisory Committee Member	○					◎				
Tatsuya Nagai	Inside	Audit and Supervisory Committee Member						◎		○		
Etsuo Saiki	Outside	Audit and Supervisory Committee Member						◎				
Eiko Tomiyama	Outside	Audit and Supervisory Committee Member				◎			◎			
Ryuichi Shimamune	Outside	Audit and Supervisory Committee Member					◎	○				
Kiyoshi Suzuki	Outside	Audit and Supervisory Committee Member	◎	○	◎							○

* Skill items that are recognized as having extensive knowledge and expertise are marked with ◎.