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Stock Code: 4099 March 6, 2024 (Measures for electronic provision commenced on March 4, 2024)

To Shareholders with Voting Rights:

Mitsunori Watanabe Representative Director and President SHIKOKU KASEI HOLDINGS CORPORATION 8-537-1, Doki-cho-higashi, Marugame-shi, Kagawa Prefecture, Japan

NOTICE OF

THE 104th ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

We hereby inform you that the 104th Annual General Meeting of Shareholders of SHIKOKU KASEI HOLDINGS CORPORATION (the "Company") will be held as described below, and that you are invited to attend the meeting.

For this General Meeting of Shareholders, we have taken measures for the electronic provision of the information contained in the Reference Documents for the General Meeting of Shareholders, etc. (matters subject to measures for electronic provision). This information has been posted on the Company's website. Please access the website shown below to view the information.

The Company's website: <u>https://www.shikoku.co.jp/ir/meeting/</u>

(Please access the Company's website above, select "The 104th Annual General Meeting of Shareholders" and view the information in the "Related Materials" section.)

The matters subject to measures for electronic provision are also posted on the website of the Tokyo Stock Exchange. Please access the website below to view the information.

The website of the Tokyo Stock Exchange (Tokyo Stock Exchange Listed Company Search): https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show

(Please access the Tokyo Stock Exchange website above, search by entering "SHIKOKU KASEI HOLDINGS" as "Issue name (company name)" or "4099" as "Code" and select "Basic information" then "Documents for public inspection/PR information" to view the information.)

If you are not attending the meeting in person, you can exercise your voting rights via the Internet, etc. or in writing. To exercise your voting rights, please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights no later than 5:00 p.m. Japan time on Wednesday, March 27, 2024.

| Date and Time: Place: | Thursday, March 28, 2024 at 10:00 a.m. Japan time SHIKOKU KASEI HOLDINGS CORPORATION Head Office |
|--|---|
| | Hall, 6th floor 8-537-1, Doki-cho-higashi, Marugame-shi, Kagawa Prefecture, Japan |

3. Meeting Agenda:

| Matters to be reported:1. | The Business Report and Consolidated Financial Statements for the |
|---------------------------|--|
| | Company's 104th Fiscal Year (January 1, 2023 - December 31, 2023) and |
| | results of audits by the Accounting Auditor and the Board of Auditors of |
| | the Consolidated Financial Statements |
| 2. | Non-consolidated Financial Statements for the Company's 104th Fiscal |
| | Year (January 1, 2023 - December 31, 2023) |

Proposals to be resolved:

| Proposal 1: | Election of Ten (10) Directors |
|-------------|---------------------------------------|
| Proposal 2: | Election of One (1) Statutory Auditor |

- When attending the meeting, please submit the Voting Rights Exercise Form sent to shareholders at the reception desk on the day of the meeting.
- Souvenirs will not be distributed to shareholders attending the meeting. Your understanding is requested in this matter.
- The paper copy of this Notice sent to shareholders also serves as the paper copy describing the matters subject to measures for electronic provision to be sent to shareholders based on requests for the paper copy. Of the matters subject to measures for electronic provision, the following matters are not included in the paper copy of this Notice sent to shareholders, in accordance with provisions of laws and regulations as well as the Company's Articles of Incorporation.
 - "Systems for Ensuring Appropriateness of Operations and Their Situation" and "Basic Policy on Control of the Company," which are part of the Business Report
 - "Consolidated Statements of Changes in Shareholders' Equity" and "Notes to Consolidated Financial Statements," which are part of the Consolidated Financial Statements
 - "Non-consolidated Statements of Changes in Shareholders' Equity" and "Notes to Non-consolidated Financial Statements," which are part of the Non-consolidated Financial Statements

Therefore, the paper copy of this Notice sent to shareholders are part of the Business Report, the Consociated Financial Statements, and the Non-consolidated Financial Statements audited by Statutory Auditors in preparing the Audit Report and part of the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by the Accounting Auditor in preparing the Audit Report of the Accounting Auditor.

- Notice of any revisions to the matters subject to measures for electronic provision will be posted on the Company's website and the website of the Tokyo Stock Exchange shown above, together with the relevant matters before and after revision.
- Institutional investors may use the electronic voting system platform operated by ICJ, Inc. to exercise their voting rights.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Election of Ten (10) Directors

The terms of office of all ten (10) Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of ten (10) Directors is proposed.

Gender No. Name Current position in the Company Attribute 1 Mitsunori Watanabe Male **Representative Director and President** Reappointment 2 Jun Matsubara Male Senior Managing Executive Director Reappointment 3 Yoshinori Manabe Male **Executive Director** Reappointment 4 Makoto Hamazaki Male Executive Director Reappointment 5 Yuichi Ikeda Male Director Reappointment 6 Yoshiaki Ando Director Reappointment Male Reappointment 7 Outside Director Outside Kiyoshi Mori Male Independent New appointment Shoichiro Tonomura 8 Male Outside Independent New appointment 9 Minoru Ota Male Outside Independent New appointment 10 Sachiko Ishikawa Female Outside Independent

The candidates for Director are as follows.

New appointment: Candidate for newly appointed Director

Reappointment: Candidate for reappointed Director

Outside: Candidate for Outside Director

Independent: Independent Director who is or will be notified to the Tokyo Stock Exchange

| No. | Name (Date of birth) | Career summary, positions, responsibilities, and significant concurrent positions | | Number of shares of the Company held (Number of shares to be granted under the stock compensation plan) | | |
|-----|--|--|--|---|--|--|
| | | April 1980 | Joined the Company | | | |
| | | March 2002 | General Manager, Corporate Planning Dept., the Company | | | |
| | | June 2013 | Executive Officer; General Manager, Corporate Planning Dept., the Company | | | |
| | | June 2014 | Director; Executive Officer; | | | |
| | | | General Manager, Corporate Planning and | | | |
| | | J 2016 | Secretariat, the Company | | | |
| | | June 2016 | Director; Executive Officer; General Manager, Corporate Planning, the | | | |
| | | | Company | | | |
| | | March 2017 | Director; Executive Officer; | | | |
| | Mitsunori Watanabe | | Deputy Head, Planning and Management, the | | | |
| | (July 11, 1957) | | Company | 54,900 | | |
| | | February 2018 | Director; Executive Officer; | (10,597) | | |
| | [Reappointment] | | Deputy Head, Planning and Management; Head, | | | |
| 1 | | March 2019 | Osaka Branch Office, the Company Director; Executive Officer; | | | |
| 1 | | Watch 2019 | Head, Corporate Strategy Division, the Company | | | |
| | | June 2019 | Director; Managing Executive Officer; | | | |
| | | | Head, Corporate Strategy Division, the Company | | | |
| | | April 2022 | Director; Managing Executive Officer; | | | |
| | | | Head, Corporate Strategy & Business Promotion, | | | |
| | | | the Company | | | |
| | | January 2023 | Representative Director and President, the Company (to present) | | | |
| | | January 2024 | Director, SHIKOKU KASEI CORPORATE | | | |
| | | buildury 2021 | SERVICE CO., LTD. (to present) | | | |
| | [Reason for nomination | n as candidate for I | | | | |
| | - | | y engaged in the corporate planning division of the Co | mpany. He | | |
| | | - | Representative Director in 2023 and currently serves | | | |
| | Representative Director and President. He has been responsible for administration and supervision of overall | | | | | |

Representative Director and President. He has been responsible for administration and supervision of overall management of the Company for many years. Based on his wealth of experience and knowledge, the Company believes he is capable of appropriately executing his duties and proposes his reelection as Director.

| 34,900 (10,036) |
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| |
| |
| |
| assumed office |
| responsible for |
| f experience and |
| oses his |
| ı Di |

| No. | Name (Date of birth) | Career summary, positions, responsibilities, and significant concurrent positions | | Number of shares of the Company held (Number of shares to be granted under the stock compensation plan) |
|-----|------------------------------------|--|--|---|
| | | April 1988 | Joined the Company | |
| | | March 2005 | General Manager, Logistics & Purchasing Dept., Housing Materials Operations, the Company | |
| | | March 2017 | Executive Officer; General Manager, Sales & Marketing, Housing Materials Operations, the Company | |
| | Yoshinori Manabe (June 7, 1964) | June 2018 | Executive Officer; Deputy Head, Housing Materials Operations; General Manager, Sales & Marketing, Housing Materials Operations, the Company | |
| | | March 2019 | Executive Officer; Deputy Head, Business Promotion Division, the Company | 21,000 (5,831) |
| | [Reappointment] | June 2019 | Director; Executive Officer; Head, Business Promotion Division, the Company | |
| 3 | | April 2022 | Director; Executive Officer; Deputy Head, Corporate Strategy & Business Promotion, the Company | |
| | | January 2023 | Executive Director, the Company (to present) Representative Director and President, SHIKOKU KASEI KENZAI CORPORATION (to present) | |
| | • Representati | | current positions] e Director and President, SHIKOKU KASEI KENZAI | |
| | [Reason for nomination | | | |
| | | | engaged in the housing materials operations of the Cor | |
| | | | urrently serves as Executive Director. He has been resp | |
| | - | nd knowledge, the | management mainly of the housing materials operation Company believes he is capable of appropriately execu- | |

| No. | Name (Date of birth) | Career summary, positions, responsibilities, and significant concurrent positions | | Number of shares of the Company held (Number of shares to be granted under the stock compensation plan) | |
|-----|---|--|--|---|--|
| 4 | Makoto Hamazaki (January 27, 1958) [Reappointment] | CORPORATIC • Representative | Director and President, SHIKOKU CHEMICALS N Director and President, Shikoku Ryutan Co., Ltd. | 48,800 (5,831) | |
| | [Reason for nomination as candidate for Director] Mr. Makoto Hamazaki has been mainly engaged in the production and technology division of the Company. He assumed office as Director in 2018 and currently serves as Executive Director. He has been responsible for administration and supervision of overall management mainly of the chemicals operations. Based on his wealth of experience and knowledge, the Company believes he is capable of appropriately executing his duties and proposes his reelection as Director. | | | | |

| No. | Name (Date of birth) | Career summary, positions, responsibilities, and significant concurrent positions | | Number of shares of the Company held (Number of shares to be granted under the stock compensation plan) | | |
|-----|---|--|---|---|--|--|
| | | April 1992 | Joined the Company | | | |
| | | March 2006 | Leader, Minute Chemicals Team, R&D Center, the Company | | | |
| | | March 2018 | Deputy Manager, Tokushima Plant; General Manager, Engineering Dept., the Company | | | |
| | | March 2019 | Manager, Tokushima Plant, the Company | | | |
| 5 | Yuichi Ikeda (April 22, 1968) [Reappointment] | April 2021 | General Manager, Research and Development, Research and Development of Chemical Products Division; Head, R&D Center, the Company | | | |
| | | June 2021 | Executive Officer; General Manager, Research and Development, Research and Development of Chemical Products Division; Head, R&D Center, the Company | 15,800 (1,973) | | |
| | | April 2022 | Executive Officer; General Manager, Research and Development, Chemicals Business; Head, R&D Center, the Company | | | |
| | | January 2023 | Executive Officer, the Company | | | |
| | | | Director; Managing Executive Officer; Head, Research and Development, SHIKOKU CHEMICALS CORPORATION (to present) | | | |
| | | March 2023 | Director, the Company (to present) | | | |
| | [Reason for nomination | | - | | | |
| | | | ed in the research and development division of the Con | | | |
| | | | as been responsible for administration and supervision | | | |
| | | - | ions. Based on his wealth of experience and knowledge | | | |
| | believes he is capable of appropriately executing his duties and proposes his reelection as Director. | | | | | |

| No. | Name (Date of birth) | Career summary, positions, responsibilities, and significant concurrent positions | | Number of shares of the Company held (Number of shares to be granted under the stock compensation plan) | |
|-----|---|--|---|---|--|
| | | April 1990 | Joined Nomura Securities Co., Ltd. | • / | |
| | | April 2019 | Deputy Manager, Takamatsu Branch Office; Manager, Corporate Finance Sec., Nomura Securities Co., Ltd. | | |
| | | April 2021 | Joined the Company | | |
| | | | General Manager, Assistant to Head, Corporate Strategy Division, the Company | | |
| | | June 2021 | General Manager, Finance & Accounting Dept., Business Promotion Division, the Company | | |
| | Yoshiaki Ando (October 28, 1965) | April 2022 | General Manager, Corporate Strategy and Finance, Corporate Strategy & Business Promotion; General Manager, Finance & Accounting Dept., the Company | 11,544 | |
| 6 | [Reappointment] | June 2022 | Executive Officer; General Manager, Corporate Strategy and Finance, Corporate Strategy & Business Promotion, the Company | (973) | |
| | | January 2023 | Executive Officer; General Manager, the Company Representative Director and President, SHIKOKU KASEI CORPORATE SERVICE CO., LTD. (to present) | | |
| | | March 2023 | Director; Head, Corporate Management, the Company (to present) | | |
| | | [Significant con | current positions] | | |
| | | 1 | e Director and President, SHIKOKU KASEI E SERVICE CO., LTD. | | |
| | [Reason for nomination as candidate for Director] | | | | |
| | | | aged in the corporate planning and management division | on of the | |
| | Company and assumed | l office as Director | r in 2023. He has been responsible for administration ar | nd supervision of | |
| | - | | planning division and corporate service division. Based | | |
| | | | believes he is capable of appropriately executing his d | uties and | |
| | proposes his reelection | as Director. | | | |

| No. | Name (Date of birth) | Career summary, positions, responsibilities, and significant concurrent positions | | Number of shares of the Company held | |
|-----|---|---|--|--|--|
| 7 | Kiyoshi Mori (April 7, 1960) [Reappointment] [Outside] [Independent] [Reason for nomination | April 1984 January 2002 February 2005 July 2007 October 2011 April 2012 March 2014 April 2017 April 2019 June 2021 | Joined MITSUI & CO., LTD. General Manager, Metals No. 2 Dept., MITSUI & CO. (SHANGHAI) LTD. General Manager, Coal No. 2 Dept., Coal and Nuclear Fuel Division, MITSUI & CO. LTD. Vice President, Inner Mongolia Erdos Electric Power & Metallurgy Co., Ltd. General Manager, Ferro-Alloys Dept., MITSUI & CO., LTD. General Manager, Chinese Business Dept., MITSUI & CO., LTD. Director & President, MITSUI & CO. (GUANGDONG) LTD. President & CEO, Mitsui Bussan Metals Co., Ltd. Officer, MITSUI & CO., LTD. Director, the Company (to present) Dutside Director and overview of the expected role] | 1,000 | |
| | Mr. Kiyoshi Mori has experience and knowledge gained through his involvement in management as a director at other companies in addition to abundant overseas experience. The Company proposes his reelection as Outside Director in the expectation that he will be involved in the Company's management decision-making from an objective standpoint by utilizing his expertise. | | | | |

| No. | Name (Date of birth) | Career summary and significant concurrent positions | | Number of shares of the Company held | |
|-----|---|---|---|--|--|
| 8 | Shoichiro Tonomura (November 7, 1952) [New appointment] [Outside] [Independent] | April 1981 April 1991 September 1999 June 2006 April 2008 April 2011 October 2013 October 2015 April 2016 [Significant concert • Auditor, Kober | | 0 | |
| | [Reason for nomination as candidate for Outside Director and overview of the expected role] Mr. Shoichiro Tonomura has experience gained through his involvement in research and development and | | | | |
| | business in the fields of printed circuit boards and semiconductors at other companies, as well as experience and knowledge in corporate management and supervision at public interest corporations. The Company proposes his | | | | |
| | • • | | tion that he will be involved in the Company's manage | | |
| | making from an objecti | - | | | |

| No. | Name (Date of birth) | Career summary and significant concurrent positions | | Number of shares of the Company held | |
|-----|---|---|---|--|--|
| 9 | Minoru Ota (April 16, 1956) [New appointment] [Outside] [Independent] | April 1987 September 1991 June 1994 August 1994 January 1996 April 1996 April 2004 November 2006 January 2022 [Significant concu | | 0 | |
| | Senior Counsel, Nagashima Ohno & Tsunematsu [Reason for nomination as candidate for Outside Director and overview of the expected role] | | | | |
| | | | t experience in domestic and international corporate le | egal affairs | |
| | through many years of | practice as an attori | ney-at-law. The Company proposes his election as Ou | tside Director in | |
| | the expectation that he | will be involved in | the Company's management decision-making from a | n objective | |
| | | - | ugh he has no experience of being directly engaged in | - | |
| | e 1 | 15 0 | is capable of appropriately executing his duties as Ou | tside Director | |
| | from the reasons stated | above. | | | |

| No. | Name (Date of birth) | Career s | Number of shares of the Company held | | | | |
|-----|--|--|---|---|--|--|--|
| | | July 1985 October 1988 | Protection Officer, United Nations High Commissioner for Refugees (UNHCR) Thailand Office Protection Officer, UNHCR Hong Kong Office | | | | |
| | Sachiko Ishikawa (April 13, 1958) [New appointment] [Outside] [Independent] | January 1990 | Consultant (Refugee Status Determination), UNHCR Thailand Office | | | | |
| | | June 1992 | Assistant Program Officer, Southeast Asia Cooperation Fund, The Sasakawa Peace Foundation (based in Bangkok) | | | | |
| | | February 1995 | Program Officer, Southeast Asia Cooperation Fund, The Sasakawa Peace Foundation (based in Bangkok) | 0 | | | |
| | | April 1999 | Regional Project Formulation Advisor, Japan International Cooperation Agency (JICA) Thailand Office | | | | |
| | | June 2002 | Project Formulation Advisor, JICA Malaysia Office | | | | |
| 10 | | October 2002 | Regional Project Formulation Advisor, JICA Thailand Office and Regional Support Office for Asia | | | | |
| | | March 2005 | Senior Advisor (Peacebuilding and South-South Cooperation), JICA | | | | |
| | | March 2013 | Completed Ph.D. program in Peace and Conflict Studies, School of Social Science, Universiti Sains Malaysia | | | | |
| | | April 2021 | Professor, Ritsumeikan University College of International Relations (to present) | | | | |
| | | [Significant concurrent positions] • Professor, Ritsumeikan University College of International Relations | | | | | |
| | [Reason for nomination as candidate for Outside Director and overview of the expected role] | | | | | | |
| | Ms. Sachiko Ishikawa has a wealth of international experience and knowledge in the fields of international | | | | | | |
| | cooperation (humanitarian aid and development), international exchange, negotiation and communication. The | | | | | | |
| | Company proposes her election as Outside Director in the expectation that she will be involved in the | | | | | | |
| | Company's management decision-making from an objective standpoint by utilizing her expertise. Although she | | | | | | |
| | has no experience of being directly engaged in corporate management, the Company judges that she is capable of | | | | | | |
| | appropriately executing her duties as Outside Director from the reasons stated above. | | | | | | |

Notes: 1. No special interest exists between any of the candidates and the Company.

- 2. The number of shares of the Company held by each candidate and the number of shares to be granted under the stock compensation plan are as of December 31, 2023. The number of shares to be granted under the stock compensation plan corresponds to the number of points awarded to each candidate under the trust-based stock compensation plan and is presented for reference.
- 3. Mr. Kiyoshi Mori, Mr. Shoichiro Tonomura, Mr. Minoru Ota, and Ms. Sachiko Ishikawa are candidates for Outside Director. The Company has designated Mr. Kiyoshi Mori as an Independent Director based on the stipulations by the Tokyo Stock Exchange and has notified his designation to the said exchange. The Company also intends to designate Mr. Shoichiro Tonomura, Mr. Minoru Ota, and Ms. Sachiko Ishikawa as Independent Directors based on the stipulations by the Tokyo Stock Exchange and notify their designations to the said exchange.
- 4. Mr. Kiyoshi Mori will have been in office as Outside Director for two (2) years and nine (9) months at the conclusion of this Annual General Meeting of Shareholders.

- 5. The Company has entered into a liability limitation agreement with Mr. Kiyoshi Mori, which limits the amount of liability for damages pursuant to Article 423 Paragraph 1 of the Companies Act to the minimum liability amount stipulated in Article 425 Paragraph 1 of the Companies Act. If his reelection is approved, the Company intends to continue the said liability limitation agreement with him. The Company also intends to enter into the same liability limitation agreement with Mr. Shoichiro Tonomura, Mr. Minoru Ota, and Ms. Sachiko Ishikawa if they are elected.
- 6. The Company has entered into a directors and officers liability insurance contract as stipulated in Article 430-3 Paragraph 1 of the Companies Act with an insurance company under which the Directors are the insured. The said insurance contract covers damages to be borne by the insured in the event that a claim for damages is made due to an act committed by the insured in executing his/her duties (excluding cases in which the exemptions specified by the insurance contract apply). If the election of the candidates is approved and they assume office as Director, they will be the insured under the said insurance contract. The Company intends to renew the said insurance contract with the same contents at the time of the next renewal.

Proposal 2: Election of One (1) Statutory Auditor

The term of office of Statutory Auditor Mr. Nobuhiro Kagoike will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of one (1) Statutory Auditor is proposed.

The Board of Auditors has given its prior consent to this proposal.

The candidate for Statutory Auditor is as follows.

| Name (Date of birth) | Career su | Number of shares of the Company held | | | | |
|--|--|--|---|--|--|--|
| Hiroyasu Kawai (March 29, 1959) [New appointment] [Outside] | October 1981 April 1985 June 1999 June 2007 January 2012 September 2023 October 2023 | Joined Tohmatsu Awoki & Co. (currently Deloitte Touche Tohmatsu LLC) Registered as Certified Public Accountant Partner, Deloitte Touche Tohmatsu LLC Managing Partner of Okayama Office, Deloitte Touche Tohmatsu LLC Managing Partner of Takamatsu Office, Deloitte Touche Tohmatsu LLC Managing Partner of Matsuyama Office, Deloitte Touche Tohmatsu LLC Retired from Deloitte Touche Tohmatsu LLC Established Kawai CPA Office Representative, Kawai CPA Office (to present) | 0 | | | |
| [Reason for nomination as candidate for Outside Statutory Auditor] | | | | | | |
| Mr. Hiroyasu Kawai has accumulated abundant experience and specialized knowledge in corporate accounting | | | | | | |
| and auditing through many years of practice as a certified public accountant. The Company proposes his | | | | | | |

election as Outside Statutory Auditor so that he will be able to utilize his expertise for the Company's audit system. Although he has no experience of being directly engaged in corporate management, the Company judges that he is capable of appropriately executing his duties as Outside Statutory Auditor from the reasons stated above.

Notes: 1. No special interest exists between the candidate and the Company.

- 2. The number of shares of the Company held by the candidate is as of December 31, 2023.
- 3. Mr. Hiroyasu Kawai is a candidate for Outside Statutory Auditor.
- 4. If Mr. Hiroyasu Kawai is elected, the Company intends to enter into a liability limitation agreement with him, which limits the amount of liability for damages pursuant to Article 423, Paragraph 1 of the Companies Act to the minimum liability amount stipulated in Article 425, Paragraph 1 of the Companies Act.
- 5. The Company has entered into a directors and officers liability insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company under which the Statutory Auditors are the insured. The said insurance contract covers damages to be borne by the insured in the event that a claim for damages is made due to an act committed by the insured in executing his/her duties (excluding cases in which the exemptions specified by the insurance contract apply). If the election of the candidate is approved and he assumes office as Statutory Auditor, he will be the insured under the said insurance contract. The Company intends to renew the said insurance contract with the same contents at the time of the next renewal.

(Reference)

Composition of the Board of Directors after the Meeting and its skills matrix

| | 1 | | Particularly expected knowledge, experience, abilities, etc. | | | | | | |
|------------------------------|-----------------------|---|--|-----|-------------------------------------|-----------------------------------|------------------------|--|------------------|
| | Name | | Management/ Business strategy | ESG | Sales/ Marketing/ Procurement | R&D/ Technology/ Production | Finance/ Accounting | Labor/ Legal/ Risk management | Internationality |
| Directors Statutory Auditors | Mitsunori Watanabe | Reappointment | • | ● | | | • | • | |
| | Jun Matsubara | Reappointment | • | ● | | | • | • | |
| | Yoshinori Manabe | Reappointment | • | • | • | | • | • | • |
| | Makoto Hamazaki | Reappointment | • | • | • | • | | • | • |
| | Yuichi Ikeda | Reappointment | • | • | | • | | | |
| | Yoshiaki Ando | Reappointment | • | • | • | | • | • | |
| | Kiyoshi Mori | Reappointment Outside Independent | • | • | • | | | | • |
| | Shoichiro Tonomura | New appointment Outside Independent | • | • | • | • | | | • |
| | Minoru Ota | New appointment Outside Independent | • | • | | | | • | ● |
| | Sachiko Ishikawa | New appointment Outside Independent | | • | | | | • | • |
| | Kazuhiko Katayama | | | • | | | • | | ● |
| | Kenji Tanabe | | | • | | | • | | |
| | Koji Nishihara | Outside Independent | | ● | | | | • | • |
| | Hiroyasu Kawai | New appointment Outside | | ● | | | • | • | |

* The matrix above does not describe all knowledge, experience, abilities, etc. possessed by each officer.