

Board composition and expertise

Name		Attributes	Tenure	(i) Corporate management/ Strategy	(ii) Finance/ Accounting	(iii) Sales/ Marketing	(iv) Overseas business	(v) R&D/ Manufacturing	(vi) Legal/ Governance	(vii) IT/ Digital	(viii) Sustainability	(ix) Other industries/ fields	Main reasons for indicating proficiency in the relevant skill fields	
Directors	Miyuki Ishihara	Internal	-	8 years	○			○	○		○		(i) Representative Director & President of the Company; (v) Long-standing experience in manufacturing units; (vi) Instrumental in enhancing the Company's corporate governance; (viii) Led the Company's sustainability activities	
	Teruo Kawashima	Internal	-	4 years	○	○	○						(i) Executive Vice President of the Company; (ii) In charge of Group financial strategies; (iv) Experience as CEO of an overseas Group company	
	Shinji Tanaka	Internal	-	2 years			○	○		○	○		(iv) Extensive experience in overseas business (incl. overseas); (v) Extensive experience in manufacturing divisions; (vii) Experience being in charge of an information technology divisions; (viii) In charge of promoting the Company's climate change countermeasures	
	Fumiharu Jito	Internal	-	1 years				○		○			(v) Extensive experience in manufacturing divisions; (vii) In charge of Information Technology Division	
	Joji Kumamoto	Internal	-	-	○	○	○					○	(i) In charge of the Company's management strategy; (iii), (iv) and (ix) Experience in the sales and overseas business of a major general trading company	
	Takahiro Ikeda	Outside Independent	-	5 years	○		○	○					○	(i), (iii), (iv) and (ix) Experience as director of a major chemical manufacturer (experience in sales, marketing, management of overseas business)
	Akio Sakumiya	Outside Independent	-	5 years	○				○				○	(i), (vi) and (ix) Experience as director and executive vice president of a major electronic components manufacturer (served as committee member and vice chairperson of various advisory committees), experience as an outside corporate auditor
	Yoshitaka Mitsuda	Outside Independent	-	1 years				○				○	○	(v), (viii) and (ix) Experience in education and research on smelting and recycling of non-ferrous metals at university and research institutions, experience in university operations
	Ryoko Nagata	Outside Independent	-	-	○		○			○			○	(i), (iii), (vi) and (ix) Experience as an executive officer and corporate auditor at a major food manufacturer, experience as an outside director
	Makiko Akabane	Outside Independent	-	-				○				○	○	(iv), (viii) and (ix) Experience in sustainability consulting and support, experience as an outside director
Audit & Supervisory Board members	Atsushi Sakaue	Internal	-	2 years		○							(ii) Experience as a financing and accounting division head	
	Ryu Sawachi	Internal	-	1 years					○		○		(vi) Experience as Vice Chief Executive of the Company's Business Support Division; (viii) Experience as general manager of public relations and IR divisions	
	Yuki Iriyama	Outside Independent	-	5 years	○		○		○				○	(i), (iv), (vi) and (ix) Attorney, experience as managing director of a major steelmaker (experience in overseas business, corporate legal affairs)
	Hiroyuki Yamasaki	Outside Independent	-	5 years	○	○			○				○	(i), (ii), (vi) and (ix) Certified public accountant, experience in business execution and as an outside director
	Yoshiro Motoyama	Outside Independent	-	5 years	○		○	○					○	(i), (iv), (v) and (ix) Experience as director and senior vice president of a major foreign-affiliated automobile manufacturer (experience as general manager of product engineering division)

Note: The above table does not indicate the complete range of each individual's knowledge, experience, and ability