

**NOTICE OF THE 65th ORDINARY GENERAL MEETING
OF SHAREHOLDERS OF ZENRIN CO., LTD.**

Dear Shareholders,

This is to notify you of the 65th Ordinary General Meeting of Shareholders of Zenrin Co., Ltd. to be held as described below.

In convening this General Meeting of Shareholders, we have taken measures to electronically provide information (“Matters for Electronic Provision”) that constitute the Reference Documents for the Ordinary General Meeting of Shareholders, etc. and have posted such information as the “NOTICE OF THE 65th ORDINARY GENERAL MEETING OF SHAREHOLDERS OF ZENRIN CO., LTD.” on each of the websites on the Internet shown below. Therefore, shareholders are asked to review the materials by accessing either of the websites.

Yours very truly,
Michio Takegawa
President & C.E.O.
Zenrin Co., Ltd.
1-1-1, Muromachi, Kokurakita-ku, Kitakyushu-shi

Zenrin website	https://www.zenrin.co.jp/company/ir/stock/meeting/	
Tokyo Stock Exchange website Listed Company Search	https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show	

Please confirm the information by entering and searching the issue name (the Company name) or securities code (9474) and selecting “Basic information” and “Documents for public inspection / PR information.”

Instead of attending the meeting, you can exercise your voting rights either over the Internet or in writing. Please read the Reference Documents for the Ordinary General Meeting of Shareholders attached hereto, and exercise your voting rights no later than **5:30 p.m., Thursday, June 19, 2025.**

Notice

1. Date: 10:00 a.m., Friday, June 20, 2025 (reception will open at 9:30 a.m.)

2. Place: Royal Hall, 4th floor, Rihga Royal Hotel Kokura,
2-14-2, Asano, Kokurakita-ku, Kitakyushu-shi, Fukuoka-ken, Japan

3. Agenda

- Matters to report:
- i) The Business Report, consolidated financial statements and the Audit Reports of the Independent Auditors and the Audit and Supervisory Committee for consolidated financial statements for the 65th fiscal year (from April 1, 2024 to March 31, 2025)
 - ii) The non-consolidated financial statements and the contents thereof for the 65th fiscal year (from April 1, 2024 to March 31, 2025)
- Matters to be resolved:
- Proposal 1: Appropriation of retained earnings
 - Proposal 2: Election of nine (9) directors (excluding directors serving as Audit and Supervisory Committee members)

4. Matters decided in convening the meeting

Please refer to the information on the exercise of your voting rights, etc. on page 4.

Matters regarding the Reference Documents for the Ordinary General Meeting of Shareholders and documents attached thereto

- Matters that have been omitted from the delivered documents

In accordance with laws and regulations and the provisions of Article 15 of the Articles of Incorporation of the Company, the following matters have been omitted from the paper-based documents delivered to shareholders who have requested the delivery of such documents. Therefore, the documents provided to shareholders who have requested the delivery of paper-based documents constitute a portion of the documents audited by the Audit and Supervisory Committee and the Independent Auditors in the preparation of their respective Audit Reports.

- (1) "Matters Concerning the Accounting Auditor," "Systems to Ensure Appropriate Operations and Their Implementation Status," and "Basic Policy Regarding Control of the Company" in the Business Report
 - (2) "Consolidated Statements of Changes in Equity" and "Notes to Consolidated Financial Statements" of the Consolidated Financial Statements
 - (3) "Non-consolidated Balance Sheets," "Non-consolidated Statements of Income," "Non-consolidated Statements of Changes in Equity," and "Notes to Non-consolidated Financial Statements" of the Non-consolidated Financial Statements
 - (4) "Independent Auditor's Accounting Audit Report on Non-consolidated Financial Statements" of Audit Reports
- If any revisions to the Matters for Electronic Provisions arise, a notice to that effect and both the matters before the revision and after the revision will be posted on each of the websites indicated on page 2.

Reference Documents for the Ordinary General Meeting of Shareholders

Proposal 1: Appropriation of retained earnings

In its medium- to long-term management plan “ZENRIN GROWTH PLAN 2025,” whose final year is the fiscal year ended March 2025, the Company set a basic policy on shareholder return of implementing stable, uninterrupted payments of dividends, with a consolidated dividend on equity ratio (DOE)(*) of 3% or higher, derived from income growth based on the medium- to long-term management plan on a consolidated basis.

In accordance with this policy, the Company proposes to pay a year-end dividend for the 65th fiscal year of ¥20. With this, the annual dividend per share including the interim dividend would be ¥35 per share, an increase by ¥6.5 per share from the previous fiscal year.

*Dividend on equity on a consolidated basis (DOE) = Total amount of dividends / Shareholders' equity
Shareholders' equity is the amount arrived at when the amount of treasury shares is subtracted from the sum of common stock, capital surplus and retained earnings.

1. Type of distributed assets

Dividends will be paid in cash.

2. Allocation and total amount of the dividends

We propose that the amount of dividend per common share to be ¥20.

The total amount of dividends in this case would be ¥1,073,554,040.

3. Date when the appropriation of retained earnings becomes effective

We propose to make this date June 23, 2025.

Proposal 2: Election of nine (9) directors (excluding directors serving as Audit and Supervisory Committee members)

The term of office of all ten (10) directors (excluding directors who are Audit and Supervisory Committee members) will expire at the close of this General Meeting of Shareholders. Accordingly, we hereby propose the election of nine (9) directors (excluding directors who are Audit and Supervisory Committee members).

The candidates for directors are nominated in accordance with the following policy and procedure: To secure the optimal balance in the knowledge, experience, and skills and diversity of the Board of Directors as a whole that are necessary for corporate value enhancement and sustainable growth of the Company, candidates are selected from among those who are to be promoted internally, senior corporate executives, experts, etc., who have a thorough knowledge of businesses or urgent issues of the Company in consideration of their experience, insight, and expertise and approved by the Board of Directors, upon deliberation and recommendations by the Nomination and Remuneration Committee.

The Audit and Supervisory Committee, after deliberating on the nomination of the candidates for directors, has determined them to be appropriate.

The candidates for directors (excluding directors serving as Audit and Supervisory Committee members) are as follows.

Candidate Number	Name	Current Position and Responsibility at the Company	Attendance at Meetings of Board of Directors	Number of years of service as director
1	Zenshi Takayama Reappointment	Chairman of the Board	100% (15 out of 15 meetings)	19 years
2	Michio Takegawa Reappointment	President and CEO, Head of Corporate Strategy Office	100% (12 out of 12 meetings)	1 years
3	Masami Matsuo Reappointment	Executive Director	100% (15 out of 15 meetings)	7 years
4	Yumiko Toshima Reappointment	Director, Senior Executive Officer & Head of Corporate Management	100% (12 out of 12 meetings)	1 years
5	Masayoshi Morooka Reappointment	Director, Senior Executive Officer & Head of Infrastructure Solutions	100% (12 out of 12 meetings)	1 years
6	Masuo Osako Reappointment	Director	100% (15 out of 15 meetings)	45 years
7	Tatsuhiko Shimizu Reappointment	Director	100% (15 out of 15 meetings)	19 years
8	Miki Ryu Reappointment Outside director Independent officer	Director	100% (15 out of 15 meetings)	4 years
9	Asako Okabe Reappointment Outside director Independent officer	Director	100% (12 out of 12 meetings)	1 years

Notes: The number of Board of Directors meetings indicated in the "Attendance at Meetings of Board of Directors" column differs depending on the timing of the assumption of office by each candidate.

1	Zenshi Takayama	Reappointment		
		Born on Apr. 24, 1962 (63 years old)		
Number of the Company's shares held	Number of years of service as director	Attendance at Meetings of Board of Directors		
15,150 shares	19 years	100% (15 out of 15 meetings)		

Brief personal history
(Position and responsibility in the Company and significant concurrent positions)

- Apr. 1986: Joined the Company
- Apr. 2004: Senior General Manager Sales Division of the Company
- Apr. 2005: Head of Corporate Strategy Office of the Company
- Apr. 2006: Head of Sales Division of the Company
- Jun. 2006: Director & head of Sales Division of the Company
- Apr. 2008: President and CEO, Representative Director & General Manager of Management Strategy Office of the Company
- Apr. 2012: President and CEO, Representative Director of the Company
- Apr. 2013: President and CEO, Representative Director & Head of Zenrin Information Platform Business Development Office of the Company
- Apr. 2014: President and CEO, Representative Director of the Company
- Apr. 2016: President and CEO, Representative Director & Head of Corporate Planning Office of the Company
- Apr. 2018: President and CEO, Representative Director of the Company
- Apr. 2022: President and CEO, Representative Director, In charge of Corporate Strategy Office, Business Planning Office, and Executive Office of the Company
- Apr. 2024: President and CEO, Representative Director, In charge of Corporate Strategy Office, Business Planning Office, and Executive Office, business divisions of the Company of the Company
- Apr. 2025: Chairman of the Board of the Company (incumbent position)

<Reason for Nomination as Candidate for Director>

Since the assumption of office as President and CEO, Representative Director in 2008, he has led the Company and the Group, worked on the formulation of corporate philosophy and medium- to long-term management plans to build a strong business foundation, and has been demonstrating strong leadership in fulfilling them. In view of his extensive experience as a corporate executive mentioned above, we nominated him as a candidate for Director again as we determined that he would be indispensable for future corporate value enhancement and sustainable growth of the Group.

2

Michio Takegawa

Reappointment

Born on Aug. 18, 1973
(51 years old)

Number of the Company's shares held	Number of years of service as director	Attendance at Meetings of Board of Directors
5,477 shares	1 years	100% (12 out of 12 meetings)

Brief personal history

(Position and responsibility in the Company and significant concurrent positions)

- Apr. 1996: Joined the Company
- Apr. 2012: General Manager of ITS Sales Department-2, Business Division-2 of the Company
- Apr. 2014: General Manager of Business Promotion Department-2, Business Division-2 of the Company
- Apr. 2016: General Manager of ADAS Strategy Planning Office of the Company
- Apr. 2018: Executive Officer, Head of IoT Business Division & IoT Business Promotion Department, Business Operation of the Company
- Apr. 2019: Executive Officer & Head of IoT, Business Operation of the Company
- Apr. 2022: Executive Officer & Head of Corporate Strategy Office of the Company
- Apr. 2024: Senior Executive Officer & Head of Corporate Strategy Office of the Company
- Jun.2024: Director, Senior Executive Officer & Head of Corporate Strategy Office of the Company
- Apr. 2025: President and CEO, Representative Director & Head of Corporate Strategy Office of the Company (incumbent position)

<Reason for Nomination as Candidate for Director>

Since joining the Company, the candidate has worked to promote the new adoption of data for in-car navigation systems by automakers and manufacturers of in-car navigation systems. In particular, he was involved in the launch of the ADAS (Advanced Driver Assistance System) Project and has led the adoption among them of the "3D High-precision Map Data" developed and provided by the Company.

From 2022, as the Head of Corporate Strategy Office, he has supervised the formulation of the Rolling Plan for the Medium-to Long-term Business Plan and the Company's new medium- to long-term management plan "ZENRIN GROWTH PLAN 2030" (hereinafter, ZGP2030). In April 2025, he took office as President and CEO, Representative Director.

In view of his experience mentioned above, we nominated him as a candidate for Director again as we determined that he would be indispensable for corporate value enhancement and sustainable growth of the Group through the realization of the policies set forth in ZGP2030.

3

Masami Matsuo

Reappointment

Born on Oct. 24, 1960
(64 years old)Number of the Company's
shares held

10,900 shares

Number of years of
service as director

7 years

Attendance at Meetings
of Board of Directors100%
(15 out of 15 meetings)**Brief personal history**

(Position and responsibility in the Company and significant concurrent positions)

- Apr. 1983: Joined Yasuda Mutual Life Insurance Company (current Meiji Yasuda Life Insurance Company).
- Nov. 2004: Joined Mizuho Bank, Ltd.
- Apr. 2005: Joined the Company
- Apr. 2007: General Manager of General Affairs & Personnel Department of the Company
- Apr. 2008: Senior General Manager of Administration Division of the Company
- Apr. 2009: Executive Officer & Head of Administration Division of the Company
- Apr. 2012: Executive Officer & Head of Governance Division of the Company
- Apr. 2013: Executive Officer & Head of Corporate Management Division of the Company
- Apr. 2018: Executive Officer & Head of Corporate Administration of the Company
- Jun. 2018: Director, Senior Vice President & Head of Corporate Administration of the Company
- Apr. 2022: Director, Senior Vice President of the Company, In charge of Internal Auditing Office, Corporate Management Division of the Company
- Apr. 2023: Managing Director, In charge of Internal Auditing Office, Corporate Management Division of the Company
- Apr. 2025: Executive Director, In charge of Internal Auditing Office of the Company (incumbent position)

<Reason for Nomination as Candidate for Director>

The candidate has long been involved in administration divisions, led investments, capital policies, and M&As to strengthen the Group's business foundation, and has extensive experience and insight in finance and accounting as well as human capital strategies.

As the Director in charge of compliance, he also supervises the development, maintenance, and management of the Group's compliance systems. We nominated him as a candidate for Director again as we determined that he would be indispensable for future corporate value enhancement and sustainable growth of the Group.

4

Yumiko Toshima

Reappointment

Born on Sep. 2, 1970
(54 years old)Number of the Company's
shares held

3,715 shares

Number of years of
service as director

1 years

Attendance at Meetings of
Board of Directors100%
(12 out of 12 meetings)

Brief personal history

(Position and responsibility in the Company and significant concurrent positions)

- Apr. 1991: Joined the Company
- Apr. 2012: General Manager of Management Control & Investor Relations Department, Management Control Division of the Company
- Apr. 2013: General Manager of Management Control & Investor Relations Department, Corporate Management Division of the Company
- Apr. 2018: Executive Officer & General Manager of Corporate Management Division, Corporate Administration of the Company
- Apr. 2022: Executive Officer & Head of Corporate Management Division of the Company
- Apr. 2024: Senior Executive Officer & Head of Corporate Management Division of the Company
- Jun.2024: Director, Senior Executive Officer & Head of Corporate Management Division of the Company (incumbent position)

<Reason for Nomination as Candidate for Director>

The candidate has been involved in management control as well as public relations and investor relations activities and has been contributing to the Company's sound and smooth business operations, the enhancement of corporate brand value, and the improved satisfaction of stakeholders through various aspects of the business from drafting business plans and budget control to the provision of information to stakeholders and stakeholder engagement activities.

Also from 2018, as the Head of Corporate Management, she has strengthened sustainability management, upgraded human capital management, and promoted group-wide business process improvements through digital transformation. We nominated her as a candidate for Director again as we determined that she would be indispensable for the realization of the Group's management and human capital strategies going forward.

5

Masayoshi Morooka

Reappointment

Born on Feb. 3, 1967
(58 years old)

Number of the Company's shares held	Number of years of service as director	Attendance at Meetings of Board of Directors
8,367 shares	1 years	100% (12 out of 12 meetings)

Brief personal history

(Position and responsibility in the Company and significant concurrent positions)

- Apr. 1989: Joined the Company
- Apr. 2008: General Manager of ITS Sales Department-1, IT & ITS Business Division of the Company
- Apr. 2009: General Manager of ITS Sales Department-1, ITS Business Division of the Company
- Apr. 2012: General Manager of ICT Business Department, Business Division-2 of the Company
- Apr. 2018: Executive Officer & Head of Product Planning Division, Business Operation of the Company
- Apr. 2022: Executive Officer & Head of Product Sales Division, Business Operation of the Company
- Apr. 2023: Executive Officer, Head of Product Sales Division & General Manager of Customer Support Department of the Company
- Apr. 2024: Senior Executive Officer, Head of Product Sales & General Manager of Customer Support Department of the Company
- Jun.2024: Director, Senior Executive Officer, Head of Product Sales Division & Customer Support Department of the Company
- Apr. 2025: Director, Senior Executive Officer & Head of Infrastructure Solutions Division of the Company (incumbent position)

<Reason for Nomination as Candidate for Director>

The candidate has been engaged in the sales of data for in-car navigation systems and the ICT business and has been involved in the planning and development of products, thereby contributing to the sustainable business growth of the Company. From 2022, as the Head of Product Sales Division, he has been promoting regional co-creation activities at our bases throughout Japan. From 2025, as the Head of Infrastructure Solutions, he has supervised corporate co-creation activities to support the resolution of social issues primarily through solution services.

Through such experience, he has gained insight necessary for the formulation and execution of business strategies. In view of his experience mentioned above, we nominated him as a candidate for Director again as we determined that he would be indispensable for the realization of the Group's growth strategies going forward.

6

Masuo Osako

Reappointment

Born on Jul. 30, 1953
(71 years old)

Number of the Company's shares held	Number of years of service as director	Attendance at Meetings of Board of Directors
465,774 shares	45 years	100% (15 out of 15 meetings)

Brief personal history

(Position and responsibility in the Company and significant concurrent positions)

Apr. 1977:	Joined Kabushiki-kaisha Zenrin (current Zenrin Co., Ltd.)
Mar. 1980:	Director of the Company
Mar. 1986:	Managing Director & head of plant at headquarters of the Company
Apr. 1991:	Senior Managing Director of the Company
Jun. 1992:	Director of the Company (incumbent position)

<Significant concurrent position>

Jun. 2005: Chairman, Director of Zenrin Printex Co., Ltd.

<Reason for Nomination as Candidate for Director>

The candidate has long been engaged in the production division since joining the Company. He previously served as head of plant at headquarters, Senior Managing Director, etc., and as Chairman, Director of Zenrin Printex Co., Ltd., he has managed the company for many years to have extensive management experience and insight. He has also held important positions at local economic organizations to contribute to the development of regional economies.

In view of his experience mentioned above, we nominated him as a candidate for Director again as we determined that he would be indispensable for future corporate value enhancement and sustainable growth of the Group.

7

Tatsuhiko Shimizu

Reappointment

Born on Jan. 20, 1964
(61 years old)

Number of the Company's shares held	Number of years of service as director	Attendance at Meetings of Board of Directors
17,450 shares	19 years	100% (15 out of 15 meetings)

Brief personal history

(Position and responsibility in the Company and significant concurrent positions)

Apr. 1986:	Joined the Company
Jun. 2000:	Vice President of Zenrin USA, Inc.
Apr. 2002:	Seconded to Zenrin DataCom Co., Ltd.
Jun. 2002:	Director of Zenrin DataCom Co., Ltd.
Apr. 2003:	Transferred to Zenrin DataCom Co., Ltd.
Apr. 2003:	Executive Vice President & Director of Zenrin DataCom Co., Ltd.
Jun. 2006:	Director of the Company (incumbent position)

<Significant concurrent position>

Jun. 2007: President and CEO, Representative Director of Zenrin DataCom Co., Ltd.

<Reason for Nomination as Candidate for Director>

After serving as Vice President of Zenrin USA, Inc., the candidate currently serves as President and CEO, Representative Director of Zenrin DataCom Co., Ltd., where he takes command and is working to strengthen group synergy in the business field.

At Zenrin DataCom Co., Ltd., he is promoting digital transformation support and problem-solving support mainly in the logistics and tourism industries by using such knowhow as providing solutions through the utilization of navigation systems and maps. In view of his experience mentioned above, we nominated him as a candidate for Director again as we determined that he would be indispensable for future corporate value enhancement and sustainable growth of the Group.

8

Miki Ryu

Reappointment

Outside director

Independent officer

Born on Sep. 18, 1961
(63 years old)Number of the Company's
shares held

1,800 shares

Number of years of
service as director

4 years

Attendance at Meetings
of Board of Directors100%
(15 out of 15 meetings)

Brief personal history

(Position and responsibility in the Company and significant concurrent positions)

Apr. 1985:	Joined Kyushu Electric Power Co., Inc.
Jul. 2005:	Head of Management Planning Group, Planning Management Office, Fukuoka Branch of Kyushu Electric Power Co., Inc.
Jul. 2007:	Head of Nuclear Power PR Group, Public Relations Department of Kyushu Electric Power Co., Inc.
Jul. 2010:	Head of News Report Group, Public Relations Department and Section Manager of IR Group, Corporate Planning Division of Kyushu Electric Power Co., Inc.
Jul. 2013:	Head of PR Strategy Group, District Symbiosis Division of Kyushu Electric Power Co., Inc.
Jun. 2014:	Representative Director and President of Kyushu Jimaku Housou Kyoudou Seisaku Center Co., Ltd. (current Q-CAP Co., Ltd.) with concurrent assignment to District Symbiosis Division of Kyushu Electric Power Co., Inc.
Jun. 2017:	Managing Director of Fukuoka Tower Co., Ltd. with concurrent assignment to District Symbiosis Division of Kyushu Electric Power Co., Inc. (incumbent position)
Jun. 2021:	Outside Director of the Company (incumbent position)

<Significant concurrent position>

Jun. 2017: Managing Director of Fukuoka Tower Co., Ltd.

<Reason for Nomination as Candidate for Outside Director and outline of expected roles >

Since assuming the office of Outside Director in June 2021, the candidate has actively given opinions and recommendations on the management of the Company in general from a professional standpoint regarding corporate management. We nominate her as a candidate for Outside Director as we have determined that being in an objective position that is independent from the Company's management, which is in charge of business execution, she would be indispensable for the improvement of corporate governance of the Company and the management supervision.

<Special notes concerning outside director>

- The Company, pursuant to the provision of paragraph 1 of Article 427 of the Companies Act, has concluded an agreement with the candidate to limit the liability for damages under paragraph 1 of Article 423 of said Act. The amount of liability for damages pursuant to said agreement is limited to the Minimum Liability Amount prescribed in paragraph 1 of Article 425 of the Companies Act.
If the election of the candidate is approved, the Company plans to continue said agreement with the candidate.
- The Company has filed the designation of the candidate as an independent officer of the Company with both the Tokyo Stock Exchange and the Fukuoka Stock Exchange.

9	Asako Okabe		Reappointment	Outside director	Independent officer	
	Born on Aug. 7, 1970 (54 years old)					
Number of the Company's shares held		Number of years of service as director		Attendance at Meetings of Board of Directors		
300 shares		1 years		100% (12 out of 12 meetings)		

Brief personal history
(Position and responsibility in the Company and significant concurrent positions)

Oct. 1997: Joined Tohmatsu & Co. (current Deloitte Touche Tohmatsu LLC)
 May. 2001: Registered as a Certified Public Accountant
 Jul. 2017: Partner, Deloitte Touche Tohmatsu LLC
 Jul. 2022: Established Okabe Asako CPA Firm (incumbent position)
 Jun. 2024: Outside Director of the Company (incumbent position)

<Significant concurrent position>

Jul. 2022: Representative, Okabe Asako CPA Firm
 Jun.2023: Outside Director, Audit and Supervisory Committee Member, HIRATA Corporation
 May.2024: Outside Director, Audit and Supervisory Committee Member, Mr. Max Holdings Ltd.

<Reason for Nomination as Candidate for Outside Director and outline of expected roles >

The candidate, as a certified public accountant, has long been involved in corporate accounting audits and has extensive knowledge and insight in corporate accounting. The candidate took office as Outside Director in June 2024 and has actively provided opinions and recommendations from the viewpoint of a corporate accounting expert as a certified public accountant. Although she has not been directly involved in corporate management in the past, we nominated her as a candidate for Outside Director again as we determined that she would be indispensable for strengthening the Company's corporate governance and for supervising management from an objective standpoint. The candidate previously worked for Deloitte Touche Tohmatsu LLC, which is the Accounting Auditor of the Company. However, during her tenure, she never engaged in the accounting and auditing of the Company, and she has already resigned from the said firm. Therefore, it will not impact her independence in any way.

<Special notes concerning outside director>

- The Company, pursuant to the provision of paragraph 1 of Article 427 of the Companies Act, has concluded an agreement with the candidate to limit the liability for damages under paragraph 1 of Article 423 of said Act. The amount of liability for damages pursuant to said agreement is limited to the Minimum Liability Amount prescribed in paragraph 1 of Article 425 of the Companies Act. If the election of the candidate is approved, the Company plans to continue said agreement with the candidate.
- The Company has filed the designation of the candidate as an independent officer of the Company with both the Tokyo Stock Exchange and the Fukuoka Stock Exchange.

Notes:

1. There is no interest to be stated between each candidate and the Company.
2. The Company has entered into an officers' liability insurance contract prescribed in Article 430-3, paragraph 1 of the Companies

Act with an insurance company, under the insured persons will be compensated for any damage incurred when they owe a liability for damages arising from the execution of their business duties. The insurance premiums of this contract are borne by the Company. If the election of each candidate is approved, they will become the insured persons under this insurance contract, and the Company plans to renew the insurance contract during their term of office under the same terms and conditions that are currently in force.

[Reference]

The skill matrix of members of the Board of Directors after the conclusion of this Ordinary General Meeting of Shareholders is as follows.

Name		Gender	Committee		Skills and Experience of Each Director								
			Nomination and Remuneration Committee	Sustainability Committee	Corporate management	Financial accounting	Legal/ Risk management	Personnel/ Human Capital Development	Sales/ Marketing	IT/DX	Global		
Director	Internal	Zenshi Takayama	Male			•					•	•	
		Michio Takegawa	Male	•	•	•					•	•	
		Masami Matsuo	Male		•	•	•	•	•			•	•
		Yumiko Toshima	Female		•		•	•	•			•	
		Masayoshi Morooka	Male		•						•	•	
		Masuo Osako	Male			•							
		Tatsuhiko Shimizu	Male			•					•	•	•
	Outside	Miki Ryu	Female	•		•							
	Asako Okabe	Female	•			•							
Audit	Internal	Yasuo Fujimoto	Male				•	•					
	Outside	Naoya Isoda	Male	•				•					•
		Ichiro Shinkai	Male	•		•				•			
		Yuji Shibata	Male	•			•						

Note : The "corporate management" skill is intended for directors other than outside directors who have experience as representative directors, and for outside directors who have experience as directors outside the Group.