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(Securities Code: 5076)

May 30, 2023

(Start date of measures for electronic provision: May 29, 2023)

To our shareholders

Kazunari Kibe,
Representative Executive Officer and
President
INFRONEER Holdings Inc.
2-10-2 Fujimi, Chiyoda-ku, Tokyo

Notice of the 2nd Ordinary General Meeting of Shareholders

We are pleased to announce the 2nd Ordinary General Meeting of Shareholders of INFRONEER Holdings Inc. (the “Company”), which will be held as indicated below.

The Company has taken measures for electronic provision for the General Meeting of Shareholders and has posted the matters to be provided electronically on the website below as “Notice of the 2nd Ordinary General Meeting of Shareholders.”

[The Company’s website]

<https://www.infroneer.com/en/ir/meeting/>

In addition to the above, the matters to be provided electronically are also posted on the websites below.

[The Tokyo Stock Exchange’s website]

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Please access the website above, enter the Company’s name or Code in the search box, and select and check “Basic information” and “Documents for public inspection/PR information” in this order.

[Net de Shoshu (online convocation)] (Japanese only)

<https://s.srdb.jp/5076/>

Shareholders are kindly requested to consider the infection status of COVID-19, etc. as well as their own physical condition as of the date of the meeting, and to consider attending the meeting, including the option of exercising their voting rights in advance.

If you are unable to attend the meeting in person, you can exercise your voting rights in writing or by electromagnetic method (via the internet, etc.). Therefore, please review the Reference Documents for the General Meeting of Shareholders below and exercise your voting rights no later than 5:30 p.m. on Monday, June 19, 2023 (JST) in accordance with the instructions presented on pages 4 and 5 of the Japanese version of this document.

- 1. Date and Time:** Tuesday, June 20, 2023, at 10:00 a.m. (JST)
- 2. Venue:** “Ho’oh,” 1st floor, THE CAPITOL HOTEL TOKYU
2-10-3, Nagata-cho, Chiyoda-ku, Tokyo
(The venue is different from that of last year, so please refer to the Guide Map to the Venue for the Ordinary General Meeting of Shareholders attached at the end of the Japanese version of this document to make sure that you will come to the right place.)
- 3. Purpose of the Meeting**

Matters to be reported

1. The Business Report and the Consolidated Financial Statements for the 2nd fiscal year (from April 1, 2022 to March 31, 2023), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit Committee
2. The Non-consolidated Financial Statements for the 2nd fiscal year (from April 1, 2022 to March 31, 2023)

Matters to be resolved

Proposal No. 1: Election of 9 Directors

4. Instructions for Exercising Voting Rights

Please refer to “Instructions for Exercising Voting Rights” presented on pages 4 and 5 of the Japanese version of this document.

- When you attend the meeting, you are kindly requested to present the enclosed voting form at the reception.
- If any changes are made to the matters to be provided electronically, such changes will be posted on the websites where they are posted.
- The meeting will be carried out in light clothing with no neckties (“Cool Biz”) on the day. We ask that you also attend the meeting dressed in light clothing.
- The document that is sent to you also serves as a document describing the matters to be provided electronically based on your request for delivery of the document. Pursuant to laws and regulations, as well as Article 17 of the Articles of Incorporation of the Company, the following matters are not included. Consequently, the document consists of part of the documents audited by the Audit Committee and the Financial Auditor in preparing their audit reports.
 1. “System and Policies of the Company” in the Business Report
 2. “Consolidated Statement of Changes in Net Assets” and “Notes to the Consolidated Financial Statements” in the Consolidated Financial Statements
 3. “Statement of Changes in Net Assets” and “Notes to the Non-consolidated Financial Statements” in the Non-consolidated Financial Statements
- The number of seats available at the venue will be limited because they will continue to be spaced out at regular intervals.
- Alcohol disinfectant for the shareholders will be available near the reception of the meeting venue. (We ask all attendees to bring and wear a mask.)
- The Company will have its staff at the meeting check their own physical condition including body temperature and wear a mask.
- We will live stream the meeting for our shareholders on the internet so that they can watch it from their homes, etc. Please see page 6 of the Japanese version of this document for details on how to view the live stream.
- For shareholders who refrain from attending on the day of the meeting, a part of the General Meeting of Shareholders will be streamed on demand on our website at a later date. Please see page 6 for details on how to view the stream.
- The Company may update the measures above depending on the situation of the spread of the infection by the day of the meeting as well as the announcement by the government. We ask the shareholders to check the information on our website (<https://www.infroneer.com/en/>) as needed.

The Company’s website (<https://www.infroneer.com/en/>)

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Election of 9 Directors

The terms of office of all 9 currently serving Directors will expire at the conclusion of this meeting. Therefore, the Company proposes the election of 9 Directors.

The candidates for Director are as follows:

No.	Name	Current Positions and Responsibilities	Nature of Candidacy
1	Soji Maeda	Director & Chairperson Compensation Committee Member	Reappointment
2	Kazunari Kibe	Director Representative Executive Officer and President Nominating Committee Member Compensation Committee Member	Reappointment
3	Yasuhiko Imaizumi	-	New appointment
4	Masaaki Shioiri	Director Executive Officer Nominating Committee Member	Reappointment
5	Keiichiro Hashimoto	Outside Director Chairperson of the Board of Directors Chairperson of Audit Committee Nominating Committee Member	Reappointment Outside Independent
6	Seiichiro Yonekura	Outside Director Nominating Committee Member Compensation Committee Member	Reappointment Outside Independent
7	Koichi Moriya	Outside Director Chairperson of Nominating Committee Compensation Committee Member Audit Committee Member	Reappointment Outside Independent
8	Rie Murayama	Outside Director Nominating Committee Member Compensation Committee Member	Reappointment Outside Independent
9	Atsushi Takagi	Outside Director Chairperson of Compensation Committee Nominating Committee Member Audit Committee Member	Reappointment Outside Independent

Reappointment : Candidate for reappointment as Director

New appointment : Candidate for new appointment as Director

Outside : Candidate for Outside Director

Independent : Independent Officer set forth by the stock exchanges

<i>No.</i>	<i>1</i>
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Soji Maeda
(December 6, 1967)

Number of shares of the Company held 174,694 shares
 Tenure as Director 1 year 9 months
 Attendance at Board of Directors Meetings
 8/8 meetings (100%)



Reappointment

**Career Summary, and Positions and Responsibilities at the Company
(Significant Positions Held at Other Companies)**

- Apr. 1997 Joined Maeda Corporation
- Apr. 2000 Deputy General Manager of Kanto (currently Tokyo Building Works Branch) Branch
- Jun. 2002 Director, Managing Officer
- Jun. 2004 Senior Managing Officer
- Nov. 2004 General Manager of Building Division
- Jan. 2007 Project Leader of TPM
- Jun. 2008 In charge of TPM, and in charge of Sales Promotion of Building Division
- Apr. 2009 In charge of Iidabashi Redevelopment PJ
- Jan. 2010 Responsible for Energy
- Apr. 2011 Deputy General Manager of Kansai Branch
- Apr. 2014 Responsible for Sales
- Apr. 2016 President and Representative Director (current position)
- Oct. 2021 Director & Chairperson of the Company (current position)

(Significant Positions Held at Other Companies)

President and Representative Director of Maeda Corporation

Reasons for nomination as candidate for Director

He has deep insight based on abundant business execution and operating results related to Civil Engineering and the Building Division as President and Representative Director of Maeda Corporation. He has served as Director & Chairperson since the establishment of the Company. Expecting that he can contribute to improve corporate value by using his abundant practical experience and knowledge about the Group, the Company has nominated him again as a candidate for Director.

<i>No.</i>	2
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Kazunari Kibe
(April 25, 1961)

Number of shares of the Company held 88,979 shares
 Tenure as Director 1 year 9 months
 Attendance at Board of Directors Meetings
 8/8 meetings (100%)



Reappointment

**Career Summary, and Positions and Responsibilities at the Company
(Significant Positions Held at Other Companies)**

Apr. 1986	Joined Maeda Corporation
Jan. 2007	General Manager of Corporate Planning Dept. of Business Administration Division
Apr. 2009	Deputy General Manager of Business Administration Division
Jan. 2010	Executive Officer, Deputy General Manager of Civil Engineering Division, in charge of Corporate Planning
Apr. 2013	General Manager of Business Strategy Office
Apr. 2014	Managing Officer
Apr. 2016	General Manager of Business Strategy Division
Jun. 2016	Director
Apr. 2020	Senior Managing Officer, General Manager of Management Innovation (current position)
Jun. 2020	In charge of CSR and Environment
May 2021	In charge of CSV Planning, Technology and Information Subdivision
Oct. 2021	Representative Director and Executive Vice President (current position), in charge of Information
Oct. 2021	Director, Representative Executive Officer and President, and CEO of the Company (current position)

(Significant Positions Held at Other Companies)

Representative Director and Executive Vice President, General Manager of Management Innovation of Maeda Corporation

Reasons for nomination as candidate for Director

He has deep insight based on abundant management execution in the corporate planning divisions and operating results in managing a division headquarters as General Manager of Business Strategy Division of Maeda Corporation. He has served as Representative Executive Officer and President since the establishment of the Company and led the Group since then. Therefore, judging him a suitable person to promote the Company's medium- to long-term business plan, the Company has nominated him again as a candidate for Director.

<i>No.</i>	3
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***Yasuhiko
Imaizumi***
(October 18, 1957)

Number of shares of the Company held 52,288 shares
Tenure as Director - year
Attendance at Board of Directors Meetings
-/- meetings (- %)



New appointment

Career Summary, and Positions and Responsibilities at the Company
(Significant Positions Held at Other Companies)

Apr. 1981	Joined Maeda Corporation
Apr. 2003	General Manager of Building Sales & Marketing Dept. 3 of Building Division
Apr. 2010	Executive Officer, General Manager of Planning Promotion Dept. of Building Division
Apr. 2011	In charge of Overseas Business (Building), General Manager of Overseas Dept. of Building Division
Apr. 2012	Deputy General Manager of Overseas Business Division, in charge of Sales & Marketing of Building Division
Jun. 2013	Managing Officer
Apr. 2014	General Manager of Chubu Branch
Apr. 2016	General Manager of Tokyo Building Works Branch
Apr. 2017	Senior Managing Officer, General Manager of Building Division
Jun. 2017	Director
Jun. 2020	President and CEO, Executive Officer and President of Maeda Road Construction Co., Ltd. (current positions)
June 2020	Chairperson of JAPAN ASPHALT MIXTURE ASSOCIATION (current position)

(Significant Positions Held at Other Companies)

President and CEO of Maeda Road Construction Co., Ltd.

Chairperson of JAPAN ASPHALT MIXTURE ASSOCIATION

Reasons for nomination as candidate for Director

He has served as General Manager of Building Division, etc. of Maeda Corporation and currently serves as President and CEO of Maeda Road Construction Co., Ltd. Thus, he has deep insight based on abundant business execution and operating results related to the pavement business. Judging that he can also use his abundant business experience and knowledge for the Group's business and that he is a suitable person to promote the Company's medium- to long-term business plan, the Company has nominated him as a candidate for Director.

<i>No.</i>	4
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Masaaki Shioiri

(February 5, 1958)

Number of shares of the Company held 50,888 shares

Tenure as Director 1 year 9 months

Attendance at Board of Directors Meetings
8/8 meetings (100%)



Reappointment

Career Summary, and Positions and Responsibilities at the Company (Significant Positions Held at Other Companies)

Apr. 1981	Joined Maeda Seisakusho Co., Ltd.
Apr. 2008	Executive Officer, Manager of Machinery Sales Department, Industrial Machinery Division
Oct. 2008	Department Manager of Manufacturing Department and Group Manager of Environmental Construction Machinery Group, Industrial Machinery Division
Apr. 2009	Deputy Division General Manager of Industrial Machinery Division and Department Manager of Manufacturing Department
Jun. 2009	Director
Apr. 2010	Managing Officer
Oct. 2010	Deputy Division General Manager of Industrial Machinery Division, Department Manager of Manufacturing Department, and Department Manager of Planning & Management Department
Apr. 2011	Deputy Division General Manager of Industrial Machinery Division and Department Manager of Industrial Machinery Business Department
Apr. 2012	Division General Manager of Industrial Machinery Division
Apr. 2013	Representative Director and President, Executive Officer and President (current position)
Oct. 2021	Director, Executive Officer Responsible for Capital Investment Strategy of the Company (current position)

(Significant Positions Held at Other Companies)

Representative Director and President of Maeda Seisakusho Co., Ltd.

Reasons for nomination as candidate for Director

He has deep insight based on abundant business execution and operating results in the machinery business as Representative Director and President of Maeda Seisakusho Co., Ltd. He has served as Director since the establishment of the Company. Therefore, judging him a suitable person to promote the Company's medium- to long-term business plan, the Company has nominated him again as a candidate for Director.

No.	5
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Keiichiro Hashimoto

(October 20, 1951)

Number of shares of the Company held 600 shares

Tenure as outside Director 1 year 9 months

Attendance at Board of Directors Meetings
8/8 meetings (100%)



- Reappointment
- Outside
- Independent

Career Summary, and Positions and Responsibilities at the Company (Significant Positions Held at Other Companies)

Apr. 1974	Joined The Mitsubishi Bank, Ltd. (currently, MUFG Bank, Ltd.)
Jun. 2001	General Manager, International Business Department of The Mitsubishi Bank, Ltd.
Jun. 2003	Member of the Board, Deputy President Executive Officer, and Chief Financial Officer (CFO) of Mitsubishi Motors Corporation
Jun. 2005	Senior Managing Director of SEGA SAMMY HOLDINGS INC.
Jun. 2010	Director, Chairman and President of Metropolitan Expressway Company Limited
Oct. 2012	Audit & Supervisory Board Member of Bit-isle Inc. (currently, Equinix, Inc.)
May 2014	Director, Executive Vice President and COO of Shioya Tochi Co., Ltd.
Jun. 2015	Audit & Supervisory Board Member of Higashi-Nippon Bank, Ltd.
Apr. 2016	Audit & Supervisory Board Member of Concordia Financial Group, Ltd. (current position)
Apr. 2019	Vice Chairman & President of Japan Association of Corporate Executives
Jun. 2020	Outside Director of FANCL CORPORATION (current position)
Jun. 2020	Audit & Supervisory Board Member of Maeda Road Construction Co., Ltd.
Apr. 2021	Representative Director of T Art Life Village
Jun. 2021	Non-executive Director of Maeda Road Construction Co., Ltd (current position)
Oct. 2021	Outside Director of the Company (current position)

(Significant Positions Held at Other Companies)

Audit & Supervisory Board Member of Concordia Financial Group, Ltd.

Outside Director of FANCL CORPORATION

Non-executive Director of Maeda Road Construction Co., Ltd.

Reasons for nomination as candidate for Outside Director and expected roles

He has deep insight based on business execution and operating results as a corporate manager of banks and the automotive industry, and experience as an outside director of another company, etc. Furthermore, he has provided advice and suggestions at the meetings of the Board of Directors, etc. from an objective perspective independent of the management team responsible for business execution. Expecting that he will supervise the business execution of the Company, give advice on the overall management, and thereby to contribute to strengthening the effectiveness of the decision-making and supervisory functions of the Board of Directors, etc., the Company has nominated him again as a candidate for Outside Director.

<i>No.</i>	6
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Seiichiro Yonekura

(May 7, 1953)

Number of shares of the Company held 0 shares

Tenure as outside Director 1 year 9 months

Attendance at Board of Directors Meetings
6/8 meetings (75%)



- Reappointment
- Outside
- Independent

Career Summary, and Positions and Responsibilities at the Company
(Significant Positions Held at Other Companies)

Jun. 1990	PhD, Harvard Graduate School of Arts and Sciences
Apr. 1995	Professor, Faculty of Commerce and Management of Hitotsubashi University
Apr. 1997	Professor of Hitotsubashi University Institute of Innovation Research
May 2003	Co-President of Group Strategic Planning Office of Sony Corporation (currently, Sony Group Corporation)
Apr. 2008	Director of Hitotsubashi University Institute of Innovation Research
Apr. 2011	Outside Director of Ten Nine Communications Inc. (current position)
Mar. 2012	Academic Director of Centre for Japanese Studies (GIBS), University of Pretoria
Apr. 2015	Non-executive Director of Educa & Quest Inc. (current position)
Apr. 2017	Professor of Hosei University Graduate School of Innovation Management (current position)
Dec. 2019	Representative Director of Creative Response-Social Innovation School (current position)
Oct. 2021	Outside Director of the Company (current position)

(Significant Positions Held at Other Companies)

Outside Director of Ten Nine Communications Inc.

Non-executive Director of Educa & Quest Inc.

Professor of Hosei University Graduate School of Innovation Management

Representative Director of Creative Response-Social Innovation School

Reasons for nomination as candidate for Outside Director and expected roles

He has abundant practical experience and specialized knowledge as a professor and a management scholar. Furthermore, he has provided advice and suggestions at the meetings of the Board of Directors, etc. from an objective perspective independent of the management team responsible for business execution. Expecting that he will supervise the business execution of the Company, give advice on the overall management, and thereby to contribute to strengthening the effectiveness of the decision-making and supervisory functions of the Board of Directors, etc., the Company has nominated him again as a candidate for Outside Director.

<i>No.</i>	7
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Koichi Moriya

(August 13, 1957)

Number of shares of the Company held 1,300 shares

Tenure as outside Director 1 year 9 months

Attendance at Board of Directors Meetings
8/8 meetings (100%)



- Reappointment
- Outside
- Independent

Career Summary, and Positions and Responsibilities at the Company (Significant Positions Held at Other Companies)

Apr. 1981	Joined PIONEER CORPORATION
Jun. 2013	Executive Officer of PIONEER CORPORATION Chairman and President of Pioneer China Holding Co., Ltd.
Jun. 2015	Senior Executive Officer, in charge of HR, General Affairs and Information System, of PIONEER CORPORATION
Jun. 2017	Director and Senior Executive Officer (in charge of HR, General Affairs, Information System, Legal Risk Management, Environment, CSR, Corporate Communications & IR and Audit)
Jun. 2018	Representative Director, President and CEO
Jan. 2020	Director
Jun. 2020	Non-executive Director of Maeda Road Construction Co., Ltd. (current position)
Jun. 2020	Outside Director of KOSAIDO Co., Ltd.
Jun. 2021	Outside Director and Vice Chairperson of Investment Committee of Cool Japan Fund Inc. (current position)
Oct. 2021	Outside Director of the Company (current position)

(Significant Positions Held at Other Companies)

- Non-executive Director of Maeda Road Construction Co., Ltd.
- Outside Director and Vice Chairperson of Investment Committee of Cool Japan Fund Inc.

Reasons for nomination as candidate for Outside Director and expected roles

He has deep insight based on business execution and operating results as a corporate manager at an electric-appliance manufacturer. Furthermore, he has provided advice and suggestions at the meetings of the Board of Directors, etc. from an objective perspective independent of the management team responsible for business execution. Expecting that he will supervise the business execution of the Company, give advice on the overall management, and thereby contribute to strengthening the effectiveness of the decision-making and supervisory functions of the Board of Directors, etc., the Company has nominated him again as a candidate for Outside Director.

No.	8
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Rie Murayama

(May 1, 1960)

Number of shares of the Company held	0 shares
Tenure as outside Director	1 year 9 months
Attendance at Board of Directors Meetings	7/8 meetings (88%)



Reappointment
Outside
Independent

Career Summary, and Positions and Responsibilities at the Company (Significant Positions Held at Other Companies)

Nov. 1988	Joined CS First Boston Inc.
Mar. 1993	Joined Goldman Sachs Japan Co., Ltd., Tokyo Branch
Nov. 2001	Managing Director
Apr. 2014	Director of National Center for Global Health and Medicine
Jun. 2016	External Director of RENOVA, Inc.
Apr. 2017	Chairman & Representative Director of ComTech, Ltd.
Jun. 2017	External Director of KATITAS Co., Ltd.
Jun. 2019	Outside Director of Shinsei Bank, Limited
Jun. 2020	Non-executive Director of Maeda Corporation (current position)
Jul. 2021	Outside Director of Ricecurry Inc. (current position)
Aug. 2021	Representative Director of theAstate Inc. (current position)
Oct. 2021	Outside Director of the Company (current position)

(Significant Positions Held at Other Companies)

	Non-executive Director of Maeda Corporation
	Outside Director of Ricecurry Inc.
	Representative Director of theAstate Inc.

Reasons for nomination as candidate for Outside Director and expected roles

She has abundant practical experience at several investment banks and deep insight based on her experience serving as an outside director and other positions of other companies. Furthermore, she has provided advice and suggestions at the meetings of the Board of Directors, etc. from an objective perspective independent of the management team responsible for business execution. Expecting that she will supervise the business execution of the Company, give advice on the overall management, and thereby to contribute to strengthening the effectiveness of the decision-making and supervisory functions of the Board of Directors, etc., the Company has nominated her again as a candidate for Outside Director.

No.	9
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Atsushi Takagi

(October 3, 1967)

Number of shares of the Company held 600 shares

Tenure as outside Director 1 year 9 months

Attendance at Board of Directors Meetings

8/8 meetings (100%)



Reappointment

Outside

Independent

Career Summary, and Positions and Responsibilities at the Company (Significant Positions Held at Other Companies)

Apr. 1991	Joined Nomura Research Institute, Ltd.
Sep. 1997	Joined Morgan Stanley Japan Ltd.
Dec. 2004	Managing Director
Oct. 2015	Deputy General Manager of Research Division
Nov. 2019	Representative Director of Infrastructure Research & Advisors Co., Ltd. (current position)
Jun. 2020	Non-executive Director of Maeda Corporation (current position)
Oct. 2021	Outside Director of the Company (current position)
Jun. 2022	Outside Director of Takasago Thermal Engineering Co., Ltd. (current position)

(Significant Positions Held at Other Companies)

Representative Director of Infrastructure Research & Advisors Co., Ltd.

Non-executive Director of Maeda Corporation

Outside Director of Takasago Thermal Engineering Co., Ltd.

Reasons for nomination as candidate for Outside Director and expected roles

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He has practical experience as an analyst at several securities firms, broad knowledge of corporate finance and deep insight about infrastructure. Furthermore, he has provided advice and suggestions at the meetings of the Board of Directors, etc. from an objective perspective independent of the management team responsible for business execution. Expecting that he will supervise the business execution of the Company, give advice on the overall management, and thereby to contribute to strengthening the effectiveness of the decision-making and supervisory functions of the Board of Directors, etc., the Company has nominated him again as a candidate for Outside Director.

- Notes:
1. There is no special interest between any of the candidates and the Company.
 2. Keiichiro Hashimoto, Seiichiro Yonekura, Koichi Moriya, Rie Murayama and Atsushi Takagi are candidates for Outside Directors. The Company has submitted notification to the Tokyo Stock Exchange that Mr. Hashimoto, Mr. Yonekura, Mr. Moriya, Ms. Murayama and Mr. Takagi have been designated as Independent Officers. If this proposal is approved, the Company plans for their designation as Independent Officers as stipulated by the Tokyo Stock Exchange.
 3. Reasons why, in cases where the candidate has never been involved in the management of a company by methods other than being an outside officer in the past, the Company judges a candidate for Outside Director to be capable of appropriately performing duties as an Outside Director despite being a candidate who has never been involved in the management of a company.
Seiichiro Yonekura has a specialist viewpoint and broad knowledge as a professor and a management scholar. Accordingly, the Company judges that Mr. Yonekura is capable of appropriately performing his duties as an Outside Director.
 4. Limited liability agreements
The Company has entered into agreements with Keiichiro Hashimoto, Seiichiro Yonekura, Koichi Moriya, Rie Murayama and Atsushi Takagi to limit their liability to the extent permitted by laws and regulations, and if their reelection is approved, the Company plans to renew these agreements with them.
 5. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The insurance policy covers losses incurred from amounts of indemnification and litigation expenses, etc. to be borne by the insureds in cases where a damage claim has been filed by shareholders or a third party, etc. The candidates for reappointment as Directors are already insured under the policy and will continue to be insured if their reappointment is approved. The new candidate will be included among the insureds under the policy if his appointment is approved.
 6. Rie Murayama's name on the family register is Rie Shiga.

[Reference] Skills matrix of the candidates for Directors

Name	Current positions and responsibilities	Expected roles and expertise									
		Business management / M&A	Business strategy / Industry knowledge	Finance / Accounting	Sales / Marketing	Internal control / Risk management	HR development / Labor management	Technology / R&D / Quality / Safety	Global perspective / Overseas business management	IT / Digital transformation	ESG / Sustainability
Soji Maeda	Director & Chairperson Compensation Committee Member	○	○		○				○	○	
Kazunari Kibe	Director Representative Executive Officer and President Nominating Committee Member Compensation Committee Member	○	○		○		○	○		○	○
Yasuhiko Imaizumi	-	○	○		○			○	○		
Masaaki Shioiri	Director Executive Officer Nominating Committee Member	○	○		○			○			
Keiichiro Hashimoto	Outside Director Chairperson of the Board of Directors Chairperson of Audit Committee Nominating Committee Member	○	○	○		○			○	○	○
Seiichiro Yonekura	Outside Director Nominating Committee Member Compensation Committee Member		○				○		○		○

Name	Current positions and responsibilities	Expected roles and expertise									
		Business management / M&A	Business strategy / Industry knowledge	Finance / Accounting	Sales / Marketing	Internal control / Risk management	HR development / Labor management	Technology / R&D / Quality / Safety	Global perspective / Overseas business management	IT / Digital transformation	ESG / Sustainability
Koichi Moriya	Outside Director Chairperson of Nominating Committee Compensation Committee Member Audit Committee Member	○			○	○	○		○	○	○
Rie Murayama	Outside Director Nominating Committee Member Compensation Committee Member		○	○	○				○		
Atsushi Takagi	Outside Director Chairperson of Compensation Committee Nominating Committee Member Audit Committee Member		○	○		○			○		

(Note) The above list does not represent all the expertise possessed by each Director.