

Attendance Record at Board of Directors and Corporate Auditors, Skills (As of June 2023)

	Outside	Independent	Age	Gender	Nomination and Compensation Advisory Committee	Chair of Each Committee	Attendance record (attendance percentage) FY2023			Of the experience and background required by the company, skills that are particularly beneficial						Term of Office	Reason for Appointment	
							Board of Directors	Board of Corporate Auditors	Nomination and Compensation Advisory Committee	Corporate Management	Production/Technology/Development	Marketing/Sales	Finance/Accounting	Environment/Society	Governance/Risk Management/Compliance			IT/DX
D i r e c t o r s			66	Men	○	Board of Directors	18/18 (100%)	/	5/5 (100%)	○		○	○	○	○	○	12 years	Based on his deep knowledge of finance, accounting, and other areas, Mr. Narahara has supported the long-term reform of the company's business portfolio, and, acting as President and Representative Director from April 2014, has led the management of the group, including the reworking of our corporate philosophy structure and the expansion of the film business. He has made an effort to contribute to the enhancement of corporate value. He assumed the post of Chair of the Board & Director in April 2021, and as the Chairman of the board, plays an appropriate role in decision-making on key matters and in the oversight of execution.
			60	Men		Board of Managing Executive Officers and Controlling Supervisors	18/18 (100%)	/		○		○	○	○	○	○	3 years	After serving in key positions in corporate planning and overseas business sites of the company, Mr. Takeuchi was appointed as Head of the Functional Membranes and Environment Division, a position from which he set a concrete path toward growth of the business. From April 2021, he undertook formulation of the 2025 medium-term management plan as President and Representative Director, demonstrating strong leadership and steering the sustainable growth of the group.
			63	Men			18/18 (100%)	/		○	○	○		○			2 years	Mr. Morishige has held key positions in the fields of R&D and production technologies in the company's core Films Division, and has contributed to the expansion of the Division's performance. He assumed the post of Representative Director in June 2021 and has played a central role in management as an assistant to the President.
			62	Men			18/18 (100%)	/		○				○			3 years	Mr. Otsuki has held key positions in the company's corporate departments, including in finance and accounting, corporate planning, and corporate communications. Since June 2020, he has contributed to the strengthening of the group's financial base and to corporate governance in the role of Director.
			60	Men			/	/	/		○			○	○	○	0 years	Mr. Sakai has held key positions in the company's Production Technology Division and core manufacturing sites and, drawing on his abundant experience and expertise in the field of production technology, contributes to initiatives aimed at technological innovation.
		○	○	74	Men		18/18 (100%)	/						○			5 years	Leveraging specialized knowledge and wide-ranging insights gained as an academic expert versed in the field of quality control, Mr. Isogai made proactive statements from an independent standpoint at meetings of the Board of Directors. He appropriately fulfills roles expected of him by the company, including those of supervising management through vital decision-making and providing counsel to management, advising management in areas including technology and R&D.
		○	○	64	Women	○	18/18 (100%)	/	5/5 (100%)			○		○	○		4 years	Leveraging her abundant experience and wide-ranging insights in fields including corporate ethics, compliance, and sustainability, Ms. Sakuragi made proactive statements from an independent standpoint at meetings of the Board of Directors. She appropriately fulfills roles expected of her by the company, including those of supervising management through vital decision-making and providing counsel to management, serving as a member of the Nomination and Compensation Advisory Committee.
		○	○	72	Men		17/18 (94%)	/						○	○		3 years	Leveraging specialized knowledge and wide-ranging insights gained as an attorney, Mr. Harima made proactive statements from an independent standpoint at meetings of the Board of Directors. He appropriately fulfills roles expected of him by the company, including those of supervising management through vital decision-making and providing counsel to management, advising management with the aim of strengthening risk management and governance.
		○	○	65	Men	○	14/14 (100%)	/		○	○	○				○	1 years	Leveraging specialized knowledge and wide-ranging insights gained as a business manager, Mr. Fukushi made proactive statements from an independent standpoint at meetings of the Board of Directors. He appropriately fulfills roles expected of him by the company, including those of supervising management through vital decision-making and providing counsel to management, drawing on his high-level expertise in the bio and digital fields to advise management.
	○	○	58	Women		/	/	/	○	○	○				○	0 years	In addition to extensive experience and wide-ranging insights as a business manager, Ms. Takase possesses high-level expertise in the IT and digital fields. The company expects that she will appropriately fulfill roles including those of supervising management through vital decision-making and providing counsel to management.	
C o r p o r a t e  A u d i t o r s			62	Men			18/18 (100%)	15/15 (100%)	/	○		○		○		2 years	Mr. Tabo has a long involvement in the Accounting and Control Department of the company, possesses considerable knowledge of finance and accounting, and has a deep understanding of the management and business operations of the group.	
			63	Men			/	/	/				○	○		0 years	Mr. Ota has a long involvement in the field of research and development, and, after serving as head of the Research Center, has held key positions in the biochemical business and in corporate planning, contributing to new business development and global expansion. He possesses abundant experience and a record of performance as a manager in charge of various departments, and has a deep understanding of the management and business operations of the group.	
		○	○	66	Men		18/18 (100%)	15/15 (100%)	/	○		○		○	○	2 years	Mr. Irie possesses abundant experience in auditing and has served as a corporate auditor at listed companies.	
		○	○	66	Men	Observer	/	/	/					○	○	0 years	Mr. Shinmen possesses abundant experience in auditing as a certified public accountant.	