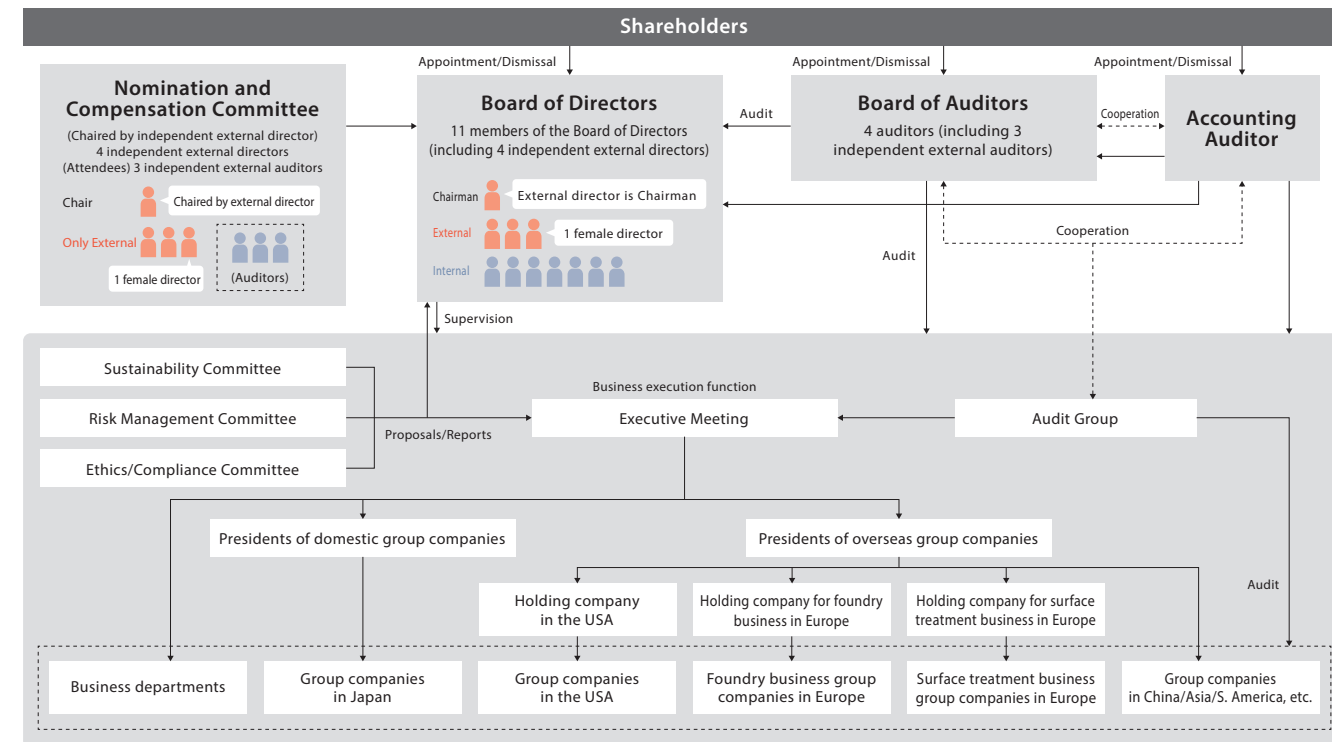


# Corporate Governance

## Basic approach

The company's basic management policy is to enhance corporate value from a long-term perspective and to ensure appropriate and efficient business execution. We have established a corporate governance system that enhances the transparency of decision-making and appropriately incorporates monitoring and supervisory functions.

## Corporate Governance System



## Changes in governance structure

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number of directors	8 Internal : 8	9 Internal : 8 External : 1	10 Internal : 8 External : 2	11 Internal : 8 External : 3	11 Internal : 8 External : 3	10 Internal : 7 External : 3	11 Internal : 7 External : 4	11 Internal : 7 External : 4	11 Internal : 7 External : 4	11 Internal : 7 External : 4	10 Internal : 7 External : 3	11 Internal : 7 External : 4
Ratio of external directors	0%	11%	20%	27%	27%	30%	36%	36%	36%	36%	30%	36%

2001	● Establishment of Management Advisory Committee as voluntary system	2018	● Establishment of Compliance Committee
2013	● Establishment of risk management system ● Establishment of CSR Committee	2019	● Increase in the number of external directors: 3 ⇒ 4
2014	● Introduction of external directors: 1 ● Establishment of Nomination and Compensation Committee ● Establishment of Management Advisory Council (former name: Management Advisory Committee)	2021	● Establishment of Sustainability Committee (formerly known as CSR Committee) ● Clarification of the distinction between the Board of Directors (decision-making function) and the Executive Meeting (business execution function) ● Establishment of Risk Management Committee ● Addition of corporate auditor as a contact point for the internal reporting system (Sinto Speak-Up System)
2015	● Increase in the number of external directors: 1 ⇒ 2 ● Strengthening of the internal control system ● Introduction of a corporate value-linked stock compensation plan	2022	● Establishment of Ethics/Compliance Committee (formerly known as the Compliance Committee) ● Introduction of restricted stock compensation
2016	● Increase in the number of external directors: 2 ⇒ 3		
2017	● External director appointed Chairman of the Board of Directors ● Nomination and Compensation Committee reorganized with only external directors as members		

## Board of Directors

Our Board of Directors consists of 11 directors and an external director as the Chairman. The directors are decided by resolution of the Board of Directors after the board receives reports from the Nomination and Compensation Committee, which selects the candidates. In consideration of diversity in our Board of Directors, a female external director has been appointed since FY2021. The Board of Directors met 16 times in FY2024 to make crucial decisions for our group and provide oversight for the operating conditions of the directors and executives. Company decisions are made on the basis of discussions among board members on issues such as mergers of sister companies, new business development and partnerships, and investment in human resource development and initiatives for human capital.

## Evaluation of the effectiveness of the Board of Directors

● Sintokogio's Board of Directors operates effectively as follows:

- 01 As per the Regulations of the Board of Directors and the Internal Rules for the Operation of the Board of Directors, important matters are selected without omission, and the Board of Directors meets at least once a month to discuss them in a timely and appropriate manner.
- 02 Prior to the deliberations of the Board of Directors, directors participate in internal meetings that clarify issues, challenges, risks, and countermeasures to enhance the effectiveness of the discussions.
- 03 To facilitate smooth and active discussion and sufficient deliberation at Board of Directors meetings, meeting materials are distributed in advance, and the contents are explained in advance, especially to external directors.
- 04 The company receives regular reports on the management status, and it monitors appropriate risk management and business execution.
- 05 To ensure appropriate deliberation on important matters, the agenda items for the Board of Directors meetings are reviewed from time to time in response to changes in the business environment.

## Board of Auditors

The Board of Auditors consists of four auditors. Three out of the four are external auditors, who ensure the appropriateness of decisions made by the Board of Directors with their objective perspectives. The Board of Auditors also works with financial auditors as required to ensure the accuracy of the financial audit, and with internal control departments to improve audit quality and effectiveness. In FY2024, the Board of Auditors met 16 times.

## Nomination and Compensation Committee

We have established a Nomination and Compensation Committee as a private body to select candidates for directors/auditors and discuss the compensation system. This committee consists of four external directors and three external auditors and is operated only by independent external directors. The Nomination and Compensation Committee met three times in FY2024. The committee reported to the Board of Directors after discussing the evaluations of internal directors who are also executive officers, nominating candidates for director with a high degree of independence and objectivity.

## Executive Meeting

Sintokogio has 26 executive officers, with seven concurrently serving as directors. The Executive Meeting is a body that deliberates on matters related to business execution. Its members include the top management of in-house companies, business divisions, and sales, production, development, and administrative divisions, along with the responsible parties representing each relevant committee. It makes resolutions, shares reports, and holds discussions on the status of business execution every month. The meeting was held 22 times in FY2024.

Skills and diversity of our directors

To ensure appropriate decision-making and management supervision, the Board of Directors ensures diversity as per management plans and strategies, and appoints directors with a wealth of experience, high level of insight, and high degree of expertise. Internal directors are appointed with expertise in sales, development/engineering/production, and administration, to ensure balance in knowledge, experience, and ability. The four independent external directors have experience as representative directors of listed companies and have a track record in corporate management. They provide advice and recommendations based on their diverse backgrounds in sales, technology, manufacturing, information, and sustainability.

Skill matrix

	Name	Assoc.	Expertise/experience required for directors								
			Corporate Management	Industry Knowledge	Global Business	Environment/Sustainability	Sales/Marketing	R&D/Technology/Production	Organizational Management, HR/Planning/Finance	DX/IT Security	Governance/Risk Mgt.
Directors	Yoshiki Ueda	External Independent	★	☆ (Trading)	☆		☆		☆		★
	Atsushi Nagai		★	☆	★				☆		★
	Toshikazu Morishita			☆			☆				☆
	Kenichi Nakamichi			☆	☆				☆		☆
	Hiromitsu Uchiyama			☆				☆	☆		☆
	Mikio Nakane			☆		☆		☆		☆	☆
	Hidemi Yamauchi			☆	☆						☆
	Hiroyuki Takeda			☆	☆		☆				☆
	Yasuhito Yamauchi	External Independent	★	☆ (Automotive)	☆			☆			★
	Yukako Uchinaga	External Independent	★	☆ (IT)	☆			☆	☆	☆	★
	Hiroshi Kurihara	External Independent	★	☆ (Precision tools)	☆		☆		☆		★
	Tsuyoshi Goto			☆				★			☆
Auditors	Takami Onodera	External Independent		☆ (Banks)	☆				☆		★
	Ken Ito	External Independent		☆ (Systems)	☆					☆	★
	Ichiro Kanomata	External Independent		☆ (Electronics)					☆		★

Notes: • This table does not show all expertise/experience. ★ refers to a high level of expertise and experience that is particularly important for decision-making for the Board of Directors, and ☆ refers to other relevant expertise and experience.  
• For the external directors with experience in the management of listed companies, for their wealth of knowledge and experience, they are marked with ★ for Corporate Management.  
• Experience is based on both past and current positions.      • Composition: 14 male directors, 1 female director (6.7% female)

Corporate Management	Three or more years of executive experience at a listed company in an effort to increase corporation value
Industry Knowledge	Three or more years of executive officer or supervisory experience in the relevant industry, with a high degree of insight
Global Business	Three or more years of experience in overseas assignments or business operations with overseas companies, with a high degree of insight
Environment/Sustainability	Three or more years of experience in environmental business or environmental response work, with a high degree of insight
Sales/Marketing	Three or more years of experience in sales in a trading company or sales department, with a high degree of insight
R&D/Technology/Production	Three or more years of experience in R&D, engineering technology, or production, with a high degree of insight
Organizational Management, HR/Planning/Finance	Three or more years of experience in departments such as business divisions, human resources, planning, and accounting and finance, with a high degree of insight
DX/IT Security	Three or more years of experience in an IoT company or IoT-related department, with a high degree of insight
Governance/Risk Mgt.	Able to make appropriate responses and judgments based on a high level of insight into the relevant industry and expertise

External directors/external auditors

To promote fair and transparent administration, we have four external directors and three external auditors. There is no special interest between the company and its external directors/external auditors. They are independent directors with no conflict of interest with general shareholders, and their appointment is reported to the Tokyo Stock Exchange.

	Name	Reason for Selection	Attendance at Board of Directors	Attendance at Board of Auditors
External Directors	Yoshiki Ueda	With a wealth of experience as a corporate executive and insight in management, including experience in trading company management, he was selected to fulfill the position of external director to supervise our management appropriately and strengthen the supervisory function of the Board of Directors.	16/16 times	—
	Yasuhito Yamauchi	With a wealth of experience in manufacturing and broad perspective in corporate management as a corporate executive of an automotive company, he was selected to fulfill the position of external director.	16/16 times	—
	Yukako Uchinaga	With a wealth of experience in corporate management and broad perspective and deep insight in IT and diversity, she was selected to fulfill the position of external director.	16/16 times	—
	Hiroshi Kurihara	With a wealth of experience in the management and operation of an international organization, he was selected to fulfill the position of external director.	11/11 times	—
	Takami Onodera	With deep insight in financial operations and a wealth of experience at financial institutions, he was selected to audit the business execution of directors from an objective perspective.	16/16 times	16/16 times
External Auditors	Ken Ito	With a wealth of experience and deep insight in information systems, he was selected to audit the business execution of the directors from an objective perspective.	11/11 times	10/11 times
	Ichiro Kanomata	In addition to deep insight in finance and accounting from his experience at an electronics manufacturer, with a wealth of experience as an auditor, he was selected to audit the business execution of the directors from an objective perspective.	11/11 times	11/11 times

Internal control

To ensure appropriate business execution throughout the Sinto Group, we have established a basic policy for our internal control system. The Ethics/Compliance Committee (with the president as the chair and internal directors as the members) was independently formed to focus solely on compliance and governance, and it is currently moving forward with its initiatives. Furthermore, based on the Financial Instruments and Exchange Act’s internal control reporting system, our audit section conducts audits at regular intervals to confirm that internal control is being developed and administered properly. Subsequently, we receive an assessment from our auditing firm and submit an internal control report to the Financial Services Agency every fiscal year.

## Compensation for executives

We have four external directors and three external auditors in our Nomination and Compensation Committee to improve transparency regarding directors' compensation; this enables a fair and objective perspective for evaluating each director and the system and criteria for compensation.

### Compensation system

Compensation is made up of basic compensation based on position, restricted stock, director bonuses, and mid/long-term incentives. We introduced restricted stock for the sustained improvement of corporate value and to promote corporate management from the shareholders' perspective. In FY2024, a resolution was passed to offer restricted stock to the 23 full-time directors and executive officers. Director bonuses and mid/long-term incentives are dependent on our business outcomes that indicate our earnings such as operating income and improved ROE, considering conventional paid amount and other factors. Under this system, the rate of change increases with each rise in rank.

### Determination process

The Nomination and Compensation Committee selects candidates for directors and auditors. It evaluates and discusses the compensation system of directors as well as compensation, bonuses, and so forth for each director. The final decision is made during the Board of Directors meeting. The director bonus is determined based on the amount decided at the Board of Directors and shareholders' meetings, the standard amount as per the position, and evaluation by the committee.

### Total amount of remuneration by officer category, total amount of remuneration by remuneration type, and number of eligible officers (FY2024)

Classification	Number of eligible officers	Amount of remuneration, etc. by type (thousand JPY)			Total remuneration (thousand JPY)
		Basic Remuneration	Performance-linked remuneration		
			Bonuses	Share-based remuneration	
Directors	11	115,599	55,000	33,659	204,258
Auditors	6	45,675	—	—	45,675
Total	17	161,274	55,000	33,659	249,933

\*The above figures include remuneration for the fiscal year of two auditors who resigned as of the 127<sup>th</sup> shareholders' meeting on June 21, 2024.

# Message from the Chairman of the Board of Directors



**With sound governance, we will support the further evolution of Sintokogio.**

*Yoshiki Ueda*

**Yoshiki Ueda**  
Chairman of the Board of Directors

### Comments on the mid-term plan

In FY2024, the mid-term plan "Co-Creation" began. During the previous mid-term plan, "Plus," the company implemented various plus strategies to always be chosen by customers, but the biggest project was the acquisition of Elastikos (France). With Elastikos's abrasives business focused especially on Europe and North/South America, bringing them into the Sinto portfolio was a strategic investment aimed at securing the No. 1 global share in the surface treatment industry. The transfer of shares for this transaction was officially completed in April 2024. With increasing geopolitical risks and the fragmentation of the global market, this was a strategic project in preparation for future growth, and a core element of the mid-term plan. It is now critical to swiftly realize unified management across companies to maximize the business synergy of this new partnership. The Board of Directors will continue to monitor the executive function of the company, and the external directors will utilize their knowledge and experience in many fields to actively make recommendations to increase the corporate value of the company.

Furthermore, to achieve the target EBITDA margin of 8%+, the company must eliminate waste, increase efficiency, and strengthen its foothold for the future. Therefore, the internal directors have been taking initiative to establish working projects, revise sales prices, reduce fixed costs, and review variable costs, enacting detailed considerations and activities to improve profits. With the Board of Directors monitoring the progress on these initiatives, we are continuing discussions for further improvements. With grassroots activities specifying waste reduction goals for each employee, the company is steadily moving forward on firm ground.

### Review, selection, and concentration of business portfolio

While new businesses are crucial for increasing corporate value, a company's management resources are limited. Especially now with the rapidly changing business environment, the company must review and restructure its business portfolio for the future. Are we achieving profits that match the cost of capital? Is there growth expected in the future? The company must not be constrained by its past successes; instead, it should objectively consider each field to select and concentrate its businesses. The action plans being drafted should extend past the next few years, looking to 10 or 20 years in the future to the company it hopes to become, with a business portfolio to match. Then, the company must draft a business strategy and timeline running the PDCA cycle to achieve that goal. This is a critical matter

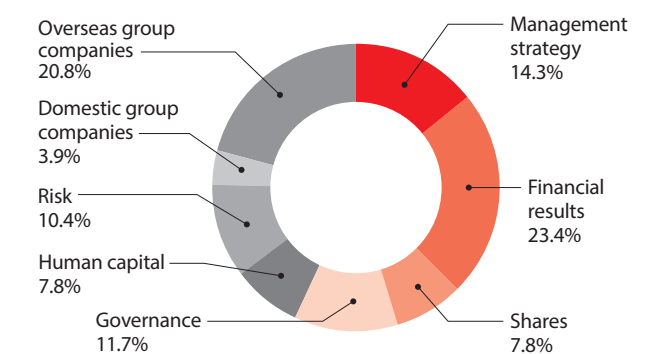
that affects all stakeholders. From the perspective of governance, the external directors will also cooperate and work with the Board of Directors to decide on the direction for the company. Seeing change as an opportunity, decisive judgment must be made to evolve for the next generation.

### Expansion and revitalization of human capital

Sintokogio will celebrate its 100<sup>th</sup> anniversary in 2034, 9 years from now. A company has the duty to continue business into the future. With the business domain of "giving form and life to process materials," Sinto has continuously evolved its business model in response to the changing times. To become even stronger in the future, it is critical for the company to expand and revitalize the human capital that supports its operations. The employees are not simply human resources; they are the company's most important assets. It is important for the company to continue training the next generation with a concrete succession plan, and to respect diverse work and lifestyles such as promotion of female management to expand its human capital. Humans will not take action unless they are moved to do so, and through two-way communication to revitalize the workplace, the company and employees can share the same vision and purpose for the future. This is where co-creation begins. The Nomination and Compensation Committee and Board of Directors will continue to monitor progress and raise efficacy through discussions.

Sintokogio has advanced technology developed over the years and valuable human resources. With sound governance, we will continue to push the company in the right direction.

### Board of Directors agenda items (FY2024) 【Meetings held: 16】





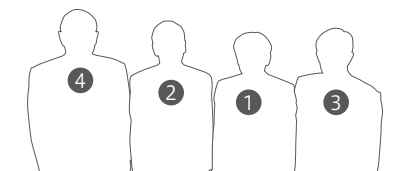
# Executives

As of April 2025



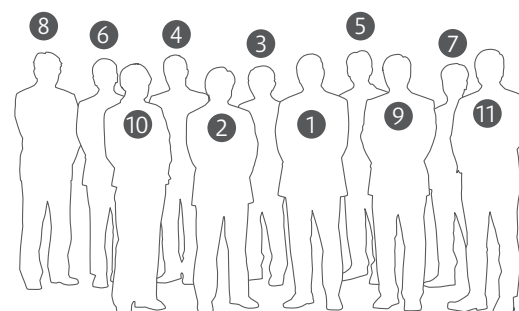
## Auditors

- 1 Full-time Auditor  
Tsuyoshi Goto
- 2 External Auditor  
Takami Onodera
- 3 External Auditor  
Ken Ito
- 4 External Auditor  
Ichiro Kanomata



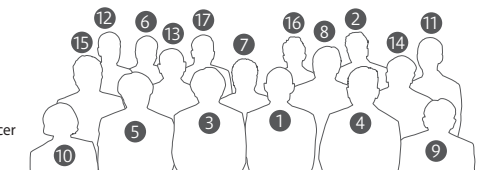
## Directors

- 1 Chairman of the Board  
Yoshiki Ueda
- 2 President  
Atsushi Nagai
- 3 Director  
Managing Executive Officer  
Toshikazu Morishita
- 4 Director  
Managing Executive Officer  
Kenichi Nakamichi
- 5 Director  
Managing Executive Officer  
Hiromitsu Uchiyama
- 6 Director  
Managing Executive Officer  
Mikio Nakane
- 7 Director  
Managing Executive Officer  
Hidemi Yamauchi
- 8 Director  
Managing Executive Officer  
Hiroyuki Takeda
- 9 External Director  
Yasuhito Yamauchi
- 10 External Director  
Yukako Uchinaga
- 11 External Director  
Hiroshi Kurihara



## Managing Executive Officers/Executive Officers

- 1 Managing Executive Officer  
Noriyuki Murai
- 2 Managing Executive Officer  
Ramesh Babu Krishnan
- 3 Managing Executive Officer  
Takashi Suzuki
- 4 Managing Executive Officer  
Kenichi Furuya
- 5 Executive Officer  
Yoji Ikedo
- 6 Executive Officer  
Takeshi Hirayama
- 7 Executive Officer  
Akihiro Yoshimoto
- 8 Executive Officer  
Hideaki Morita
- 9 Executive Officer  
Yoshinori Kawaguchi
- 10 Executive Officer  
Asuka Ieda
- 11 Executive Officer  
Seiichiro Hoga
- 12 Executive Officer  
Michael Halsband
- 13 Executive Officer  
Hirotaka Matsui
- 14 Executive Officer  
Hiroshi Arima
- 15 Executive Officer  
Atsushi Suzuki
- 16 Executive Officer  
Junji Tanaka
- 17 Executive Officer  
Yoshitoki Yabuta





Executives (Biography)

As of April 2025

Directors



① Yoshiki Ueda

Chairman of the Board

Apr 1976 Joined Mitsubishi Corporation  
Apr 2008 Mitsubishi Corporation  
Director, Senior Vice President  
Jun 2010 Mitsubishi Corporation Technos  
President and CEO  
Jun 2016 Sintokogio, Ltd.  
External Director  
Jun 2017 Sintokogio, Ltd.  
Chairman (present)



② Atsushi Nagai

President

Apr 1984 Joined Sintokogio, Ltd.  
Jun 1996 Director  
Jun 2000 Managing Director  
Jun 2002 Chief Executive Officer  
Senior Managing Director  
Jun 2004 Vice President  
Jun 2006 President  
Apr 2021 Chief Executive Officer  
President (present)



③ Toshikazu Morishita

Director  
Managing Executive Officer

Apr 1982 Joined Sintokogio, Ltd.  
Jul 2006 Executive Officer  
Foundry Business Division  
Deputy General Manager  
Apr 2012 Executive Officer  
Foundry Business Division  
General Manager  
Jun 2016 Director in charge of Sales  
Sales Division General Manager  
Apr 2021 Director  
Managing Executive Officer  
in charge of Sales  
Sales Division General Manager  
Apr 2024 Director  
Managing Executive Officer  
Aide to the President  
Sales Supervision  
CASTEC COMPANY Sales Manager  
(present)



④ Kenichi Nakamichi

Director  
Managing Executive Officer

Apr 1989 Joined Sintobrador, Ltd.  
Apr 2012 Blast Division General Manager  
Jul 2014 Executive Officer  
Blast Division General Manager  
Jul 2015 Managing Executive Officer  
Blast Division General Manager  
Jun 2020 Director  
International Operations  
General Manager  
Apr 2022 Director  
Managing Executive Officer  
CASTEC COMPANY President  
Director  
Apr 2024 Director  
Managing Executive Officer  
CASTEC COMPANY President  
Accounting & Finance Control  
(present)



⑨ Yasuhito Yamauchi

External Director

Apr 1968 Joined Toyota Motor Corp.  
Jun 1995 Toyota Motor Corp.  
Director  
Jun 2001 Toyota Motor Corp.  
Executive Managing Director  
Jun 2005 Aisin Seiki Co., Ltd.  
(Current: Aisin Corp.)  
President  
Jun 2015 Sintokogio, Ltd.  
External Director (present)



⑩ Yukako Uchinaga

External Director

Jun 1971 Joined IBM Japan Ltd  
Apr 1995 IBM Japan Ltd  
Director  
Apr 2004 IBM Japan Ltd  
Director  
Senior Managing Executive Officer  
in charge of Develop. and  
Manufacturing  
Apr 2007 Specified Non-profit Corporation  
Japan Women's Innovative  
Network (J-Win) Chairperson  
Apr 2008 Benesse Corp. Director and Vice  
Chairman  
Berlitz Corporation  
Chairman/President/CEO  
Sep 2013 Globalization Research Institute, Inc.  
President (present)  
Jun 2021 Sintokogio, Ltd.  
External Director (present)  
Jun 2022 Nippon Telegraph and Telephone  
Corporation External Director  
(present)  
Apr 2024 Specified Non-profit Corporation  
Japan Women's Innovative Network  
(J-Win)  
Founder and Honorary Chairperson  
(present)



⑪ Hiroshi Kurihara

External Director

Apr 1978 Joined Fuji Xerox Co., Ltd.  
(Current: FUJIFILM Business  
Innovation Corp.)  
Oct 2004 Fuji Xerox Co., Ltd.  
Executive Officer  
Production Service Div.  
General Manager  
Jun 2009 Fuji Xerox Co., Ltd.  
Director  
Managing Executive Officer  
Domestic Sales Div.  
General Manager  
Jun 2013 Fuji Xerox Co., Ltd.  
Director  
Senior Managing Executive Officer  
Jun 2015 Fuji Xerox Co., Ltd.  
Representative Director  
President  
Jun 2018 Fuji Xerox Co., Ltd.  
Special Advisor  
Jun 2020 Japan Telework Association  
Chairman (present)  
Jan 2021 GiG Works Inc.  
Outside Director (present)  
Apr 2021 HUMAN LIFE Co., Ltd.  
Outside Director (present)

Mar 2023 Cyber Security Cloud, Inc.  
Outside Director (present)  
Jun 2023 ASTI CORPORATION  
Outside Director  
Auditor (present)  
Jun 2024 Sintokogio, Ltd.  
External Auditor (present)



⑤ Hiromitsu Uchiyama

Director  
Managing Executive Officer

Apr 1983 Joined Toyota Motor Corp.  
Jan 2011 Toyota Motor Corp.  
Engineering Dept.  
Battery/FC Production  
General Manager  
May 2020 Sintokogio, Ltd. Advisor  
Jul 2020 Managing Executive Officer  
Development Division  
General Manager  
Jun 2021 Director  
Managing Executive Officer  
Development Division  
General Manager  
Apr 2024 Director  
Managing Executive Officer  
Business Promotion Division  
General Manager  
Human Resources Control  
(present)



⑥ Mikio Nakane

Director  
Managing Executive Officer

Apr 1985 Joined Sintokogio, Ltd.  
Jul 2015 Environment Division  
General Manager  
Jul 2016 Executive Officer  
Environment Division  
General Manager  
Apr 2018 Managing Executive Officer  
ECOTEC COMPANY President  
Apr 2022 Director  
Managing Executive Officer  
ECOTEC COMPANY President  
Apr 2024 Director  
Managing Executive Officer  
Production Division  
General Manager  
Environment Supervision  
System Control (present)



⑦ Hidemi Yamauchi

Director  
Managing Executive Officer

Apr 1980 Joined Sintobrador, Ltd.  
Apr 2012 Sales Division  
Customer Support Group  
General Manager  
Jul 2014 Executive Officer  
Sales Division  
Customer Support Group  
General Manager  
Apr 2018 Managing Executive Officer  
SURFACETEC COMPANY  
Vice President  
Jun 2023 Director  
Managing Executive Officer  
SURFACETEC COMPANY  
President  
Apr 2025 Director  
Managing Executive Officer  
Global Business Project Control  
(present)



⑧ Hiroyuki Takeda

Director  
Managing Executive Officer

Sep 1992 Joined Sintobrador, Ltd.  
Mar 2016 China Qingdao Sinto  
Machinery Co., Ltd.  
President  
Apr 2020 Executive Officer  
Mar 2021 China Qingdao Sinto  
Machinery Co., Ltd.  
President  
Apr 2023 Executive Officer  
Sales Division General Manager  
Jun 2023 Director  
Managing Executive Officer  
Sales Division General Manager  
Apr 2024 Director  
Managing Executive Officer  
SURFACETEC COMPANY President  
Chief Representative for China  
(present)

Auditors



① Tsuyoshi Goto

Full-time Auditor

Apr 1980 Joined Sintokogio, Ltd.  
Jul 2015 Executive Officer  
Production Center Manager  
Jun 2016 Director  
Production Center Manager  
Apr 2019 Director  
in charge of Production Division  
Jun 2019 Auditor (present)



② Takami Onodera

External Auditor

Apr 1980 Joined The Mitsubishi Bank, Ltd.  
Jun 2006 The Mitsubishi Bank, Ltd.  
Executive Officer  
Financial Planning Department  
General Manager  
May 2010 The Mitsubishi Bank, Ltd.  
Executive Committee  
Senior Executive Officer  
Jun 2013 Mitsubishi UFJ Securities  
Holdings Co., Ltd.  
Vice President  
Jun 2023 Sintokogio, Ltd.  
External Auditor (present)



③ Ken Ito

External Auditor

Apr 1971 Joined Fuji Xerox Co., Ltd.  
(Current: FUJIFILM Business Innovation Corp.)  
Mar 1999 Fuji Xerox Co., Ltd.  
Corporate Officer,  
Head of Software Development Div.  
Sep 2002 Fuji Xerox Information System Co., Ltd.  
Representative Director  
President  
Apr 2007 Fuji Xerox Palo Alto Research Center  
Representative Director  
Chairman & CEO  
Apr 2012 Japan Advanced Institute of Science and Technology  
Visiting Professor of Industry-Academia-Government  
Collaboration (present)  
Jun 2023 Aspen Institute Japan  
Director  
Advisor (present)  
Jun 2024 Sintokogio, Ltd.  
External Auditor (present)



④ Ichiro Kanomata

External Auditor

Apr 1977 Joined Hitachi, Ltd.  
Dec 2002 Hitachi, Ltd.  
Enterprise Server Div.  
Information and Communications Dep.  
Accounting Director  
Jan 2006 Hitachi Kokusai Electric Inc.  
Head of Finance Div.  
Apr 2011 Hitachi Management Partner, Corp.  
Director  
Head of Finance Shared Services Div.  
Apr 2014 Hitachi Medico, Ltd.  
Full-time Auditor  
Apr 2016 Hitachi Industry & Control Solutions, Ltd.  
Full-time Audit & Supervisory Board Member  
Apr 2019 Systems and Services Business Unit of Hitachi, Ltd.  
Part-time Audit Committee Member  
Hitachi-Omron Terminal Solutions Corp.  
Part-time Auditor  
Jun 2024 Sintokogio, Ltd.  
External Auditor (present)