











Board of Directors as of July 2025

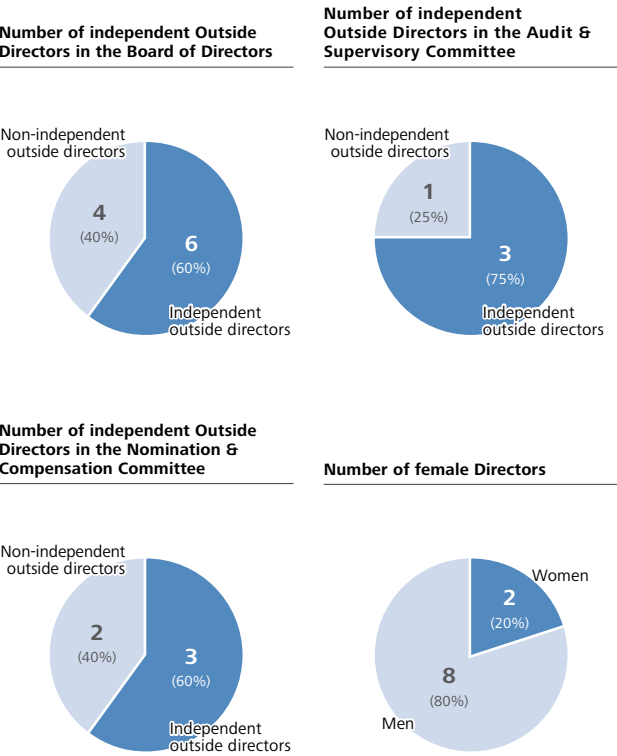
Meidensha’s Board of Directors (Skill Matrix)

										
	Takeshi Miida Representative Director Chairperson and Senior Officer	Akio Inoue Representative Director President and Executive Officer	Masahiko Suzuki Representative Director Executive Vice President and Executive Officer	Hiroji Adachi Director (Outside Director)	Manabu Kinoshita Director (Outside Director)	Kumiko Shirai Director (Outside Director)	Seiji Kato Director and Audit & Supervisory Committee Member (Standing Audit & Supervisory Committee Member)	Keiko Hayashi Director and Audit & Supervisory Committee Member (Outside Director)	Takashi Kuroda Director and Audit & Supervisory Committee Member (Outside Director)	Toshiya Nishino Director and Audit & Supervisory Committee Member (Outside Director)
	Chairperson of the Board of Directors						Head of Audit & Supervisory Committee	Head of the Nomination & Compensation Committee		
Reason selected	Served as Representative Director, President from 2018, and has been responsible for overall management as Chairperson and Senior Officer since 2023. Promoted strengthening of supervisory functions as Chairperson of the Board of Directors. Expected to use his wealth of experience of the Board and strengthen corporate governance.	Has been involved in planning management, corporate policy planning, accounting and finance for many years, and since 2023 has supervised general management as the President and Executive Officer. Expected to contribute to advancing Medium-term Management Plan 2027 and strengthening the Board of Directors' supervisory functions.	Leveraging his engineering experience in the industrial field, he drives research and development and innovation. Worked to expand business during Medium-term Management Plan 2024 as Leader of the Mobility & Electrical Components Business Group. Based on those results, he is expected to advance Medium-Term Management Plan 2027 and strengthen the Board of Directors' supervisory functions.	Expected to use his abundant managerial experience, vast insight, and knowledge on DX promotion, etc. to strengthen the Board of Directors' supervisory functions and provide guidance and suggestions for appropriate risk taking.	Expected to utilize his abundant managerial experience and knowledge in the fields of marketing and digitalization to strengthen the Board of Directors' supervisory functions and provide guidance and suggestions for DX and business transformations.	Expected to utilize her abundant managerial experience, insights in digitalization based on her experience as a systems engineer, and knowledge in the fields of transforming corporate cultures and human resource development to strengthen the Board of Directors' supervisory functions and provide guidance and suggestions for DX and advancing human capital management.	Contributed to strengthening the Board of Directors' supervisory functions through management of the Audit & Supervisory Committee from his abundant experience in corporate law, intellectual property, and auditing. Expected to further strengthen the Company's audit and supervisory functions from his vast knowledge on corporate governance and auditing.	Expected to strengthen the Audit & Supervisory Committee's and Board of Directors' supervisory functions with her wealth of experience and high-level of expertise as an accountant, as well as her perspective gained through advancing diversity.	Expected to strengthen the audit and supervisory functions by utilizing his abundant managerial experience, vast insight, and knowledge of marketing to good effect in the Audit & Supervisory Committee and the Board of Directors.	Expected to strengthen the audit and supervisory functions by utilizing his abundant managerial experience, vast insight, and knowledge of sales and human resource development to good effect in the Audit & Supervisory Committee and the Board of Directors.
Years served as Director	13	2	1	3	2	1	1	5	3	1
Concurrent Committees	Nomination & Compensation Committee	Nomination & Compensation Committee	-	Nomination & Compensation Committee	Nomination & Compensation Committee	-	Audit & Supervisory Committee	Audit & Supervisory Committee Nomination & Compensation Committee	Audit & Supervisory Committee	Audit & Supervisory Committee
Attendance at Board of Directors and Committee meetings in FY2024	Board of Directors: 13/13 Nomination & Compensation Committee: 12/12	Board of Directors: 13/13 Nomination & Compensation Committee: 12/12	Board of Directors: 10/10	Board of Directors: 13/13	Board of Directors: 13/13 Nomination & Compensation Committee: 12/12	Board of Directors: 10/10	Board of Directors: 10/10 Audit & Supervisory Committee: 13/13	Board of Directors: 13/13 Audit & Supervisory Committee: 16/16 Nomination & Compensation Committee: 12/12	Board of Directors: 13/13 Audit & Supervisory Committee: 16/16	Board of Directors: 10/10 Audit & Supervisory Committee: 13/13

Reasons why such skill is required										
Skills expected from Directors	Business management Sustainability	■	■	■	■	■	■	■	■	It is important to have the business management knowledge and experience to clarify the direction of the business, such as restructuring the business foundation, strengthening the corporate governance system, and formulating future-oriented growth strategies that include M&A in order to continuously raise corporate value and take on the challenge of building a new society.
	DX	■	■		■	■				It is important to have the knowledge and experience to utilize revolutionary digital technologies like generative AI in operational reforms and business transformations in order to achieve balance between human and digital resources.
	Finance Accounting		■	■			■	■	■	To allocate efficiently managed resources between shareholder returns and investments for additional growth creation with an understanding of capital costs, as well as to report accurately on investments.
	Legal affairs Internal control	■	■				■	■	■	To strengthen internal control systems and the compliance / risk management structure that form the foundation of sincere and responsible business operations.
	HR development DEI	■	■			■	■	■	■	To create environments and a corporate culture where organizations that appeal to individuals and diverse, motivated employees can grow and succeed hand-in-hand by advancing personnel development and DEI.
	Sales Marketing	■				■			■	To use sales strategies and marketing to realize optimized resource allocation in the domains of primary focus, to grow existing business, and to try new businesses for the future.
	Global			■	■		■		■	It is important to have the knowledge and experience involving overseas business, international affairs, policy trends, and more in order to expand overseas business by further fortifying areas of strength and developing new domains.
	Research and Development Innovation			■	■	■	■			To enhance provided value and develop new technologies and business through research that explores the possibilities of future-oriented technologies and businesses by describing our ideal state based on future social changes and issues (targeted research) as well as innovation through co-creation.
	Monozukuri			■	■					To develop the capabilities of the Monozukuri that is a company strength to improve product safety, quality, and production and create resilient supply chain structures in order to contribute to the creation of a safe, reliable, convenient society.
	Environment		■	■	■		■			It is important to have the knowledge and experience of green strategies and other tactics that focus on expanding ecologically friendly business and decarbonizing the entire value chain in order to advance contributions toward carbon neutrality.

Executive Officers

Chairperson & Senior Officer: Takeshi Miida | President & Executive Officer: Akio Inoue | Executive Vice President & Executive Officer: Masahiko Suzuki | Koji Niikura | Senior Managing Executive Officers: Tatsuki Mochizuki | Satoshi Momenya | Akio Ikemori | Managing Executive Officers: Hiroshi Toke | Hideki Miyazawa | Katsuyuki Watanabe | Hiroshi Takahata | Hitoshi Miyake | Munekazu Shiratori | Shinichiro Kon | Masami Ogawa | Executive Officers: Kuniteru Yamaoka | Katsumi Shimamura | Takehisa Koganezawa | Hirokazu Fukudome | Noriyoshi Suzuki | Akira Hayashi | Yuko Kojima | Makoto Shiojiri | Naohito Komuro | Takuya Ito | Yasuyuki Nishio | Masayuki Inagi | Hiroaki Wakui | Katsumasa Yamaguchi



*The above Skill Matrix presents the specific skills that Meidensha particularly expects from each Director. It does not present all knowledge and experience possessed by them.