

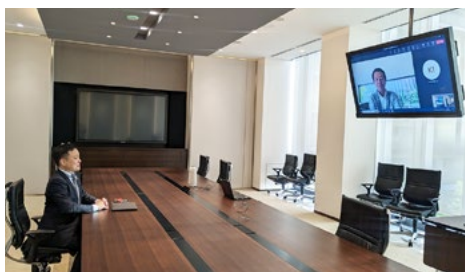


Outside Director

Hiroshi Kobayashi

As a member of the Nominating Committee and the Remuneration Committee, Mr. Kobayashi actively contributes his opinions on next-generation executive candidates training and remuneration systems.

In addition to giving a lecture on global strategy to next-generation executive candidates in March 2022, he regularly provides them with action learning opportunities through one-on-one meetings.



Outside Director

Yasuo Himejiwa

As a full-time Audit and Supervisory Committee member, Mr. Himejiwa vigorously supports auditing and oversight through close coordination with the executive officer in charge of internal control and the committee's secretariat.

In October 2022, he used his insights as a certified accountant to lead a seminar for next-generation executive candidates that covered topics such as "Corporate Governance and Corporate Reporting."



Outside Director

Michiko Kanai

As part of our next-generation executive candidates training program, Ms. Kanai led a seminar in August 2022 in which she used her expertise as a lawyer to instruct candidates on compliance challenges that managers need to address, including how to discourage and respond to misconduct, and anti-harassment measures.

Also, she actively contributes to oversight by providing her legal insights as a member of the Nominating Committee and Remuneration Committee.



Outside Director

Hideyuki Ohkubo

Mr. Ohkubo held three meetings in 2022 on how to address challenges faced by our manufacturing division. He provides advice that taps into the in-depth knowledge and broad experience in factory automation that he cultivated over many years.

His participation in the next-generation executive candidates training program includes holding a leadership workshop.



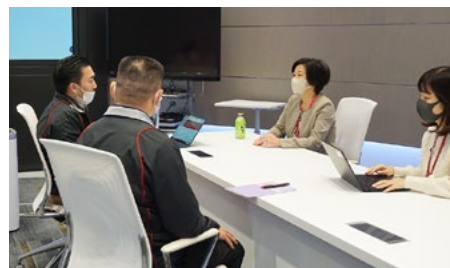
Outside Director Activities

Outside directors are independent professionals who are actively involved in IDEC's commitment to achieving further business growth. They attend Board of Directors meetings and candidly express independent observations grounded in their sophisticated expertise and management experience. In addition, they hold separate meetings on specific business challenges and topics with the relevant functions, and support our next-generation executive candidates training curriculum through lectures and one-on-one meetings with candidates.



Outside Director

Mariko Sugiyama



Ms. Sugiyama holds meetings with members of our ongoing ERP system project, and provides briefings and advice on the project's progress.

In December 2022, she held a roundtable with members of our project for promoting women's empowerment, sharing her own experiences and effective approaches.



Outside Director

Eri Nakajima

Drawing upon her past experience, Ms. Nakajima provides IDEC with advice on its women's empowerment initiatives. In November 2022, she held an online meeting with project members in which she shared her experiences, approaches for changing mindsets, and other insights, making for a productive exchange.

She also uses her knowledge of environmental policy to inspect the progress of our environmental actions.

