

Corporate Governance

We are meeting the expectations of stakeholders and improving corporate value through innovations in organizational governance that streamline management and increase transparency.

Corporate Governance System

Institutional Design

The Nikke Group has chosen a company with an audit and supervisory board as its institutional design based on the Companies Act, in which the board of directors and the audit and supervisory board supervise and monitor execution of business. We have also established an advisory board to complement the functions of the board of directors. Through these institutional forms, we have created a system for monitoring management to improve our corporate value in the medium to long term and a system for selecting the most suitable managers.

Structure of the Board of Directors

The Board of Directors consists of eight directors (including three outside directors), who are balanced in terms of knowledge, experience, and capabilities and have diversified backgrounds. We ensure that more than one third of the board members are outside directors so that we can expect advice from various perspectives and strengthen the board's supervisory function. In addition, we hold a liaison meeting between outside directors and Audit and Supervisory Board members twice a year as a place for exchanging information and sharing awareness to revitalize the Board of Directors.

In order to strengthen the supervisory function of the Board of Directors by separating management and supervision, the chairman of the board has been a non-representative chairman.

Structure of the Audit and Supervisory Board

The Audit and Supervisory Board consists of four people, including two highly independent outside members. The Audit and Supervisory Board members visit each division and group company and interviews the division manager and the group company president about business and risks.

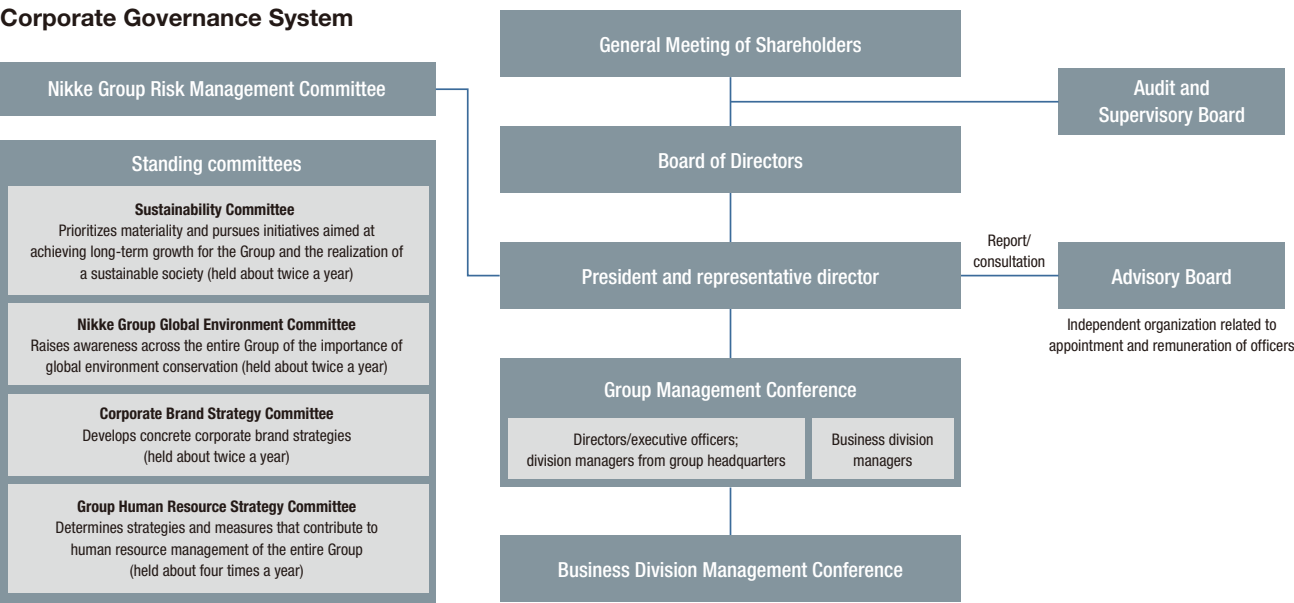
Group Management Conference

The Group Management Conference consists of executive officers, Audit and Supervisory Board members, division managers, and division managers from group headquarters. It holds meetings twice or more per month to enable the chief executive officer to efficiently make important decisions regarding business execution by discussing each matter from various angles.

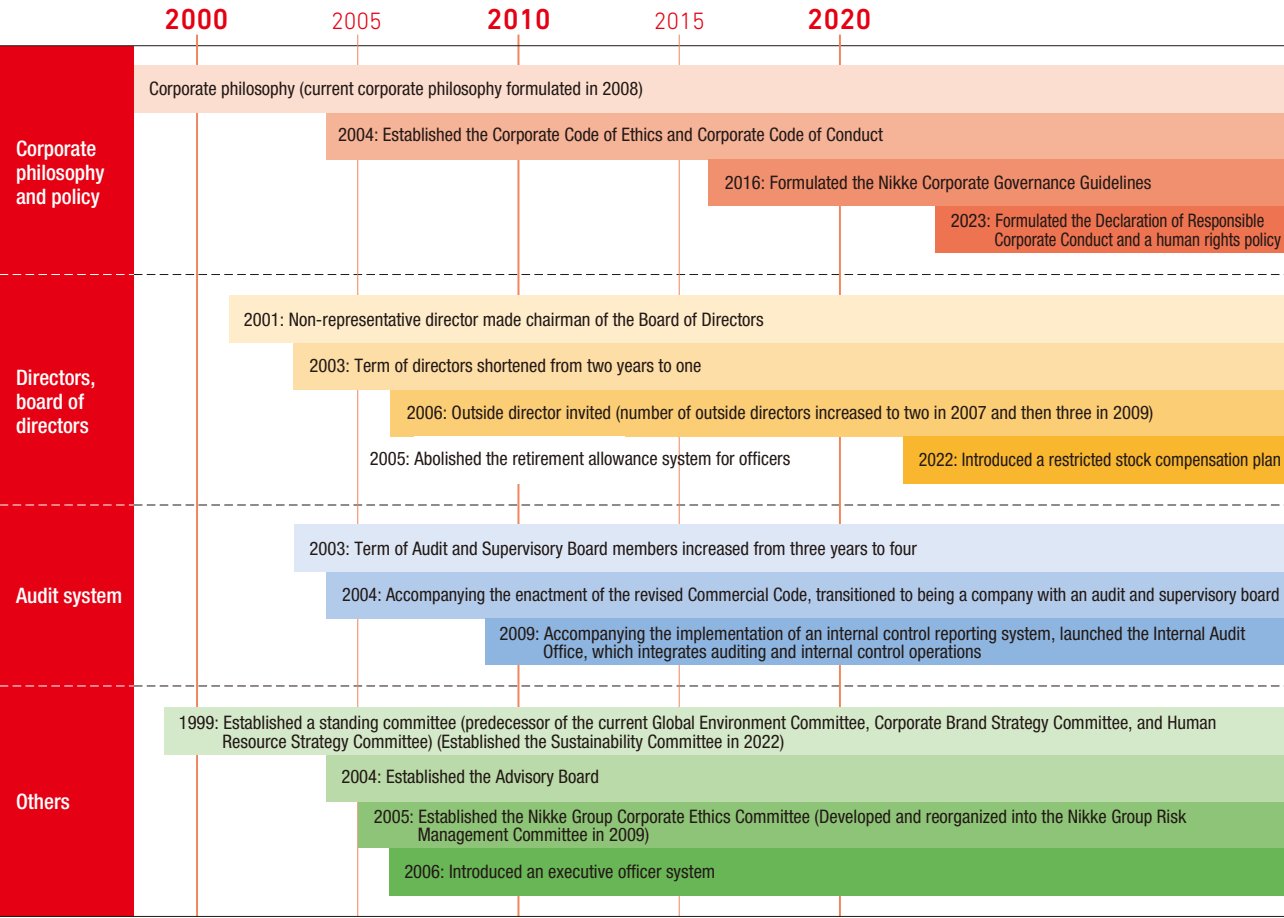
Advisory Board

To strengthen the system for monitoring management and the system for selecting the most suitable managers, the Nikke Group has established the Advisory Board, which functions as an appointment and remuneration committee and holds regular meetings twice a year. The Advisory Board, which is comprised of no more than five members, at least half of which are independent and external, receives reports regarding the appointment and remuneration of officers and matters that are essential to company management from the chief executive officer and provides advice.

Corporate Governance System



Corporate Governance Initiatives



Status of Cross-Holdings

Policy on Holdings

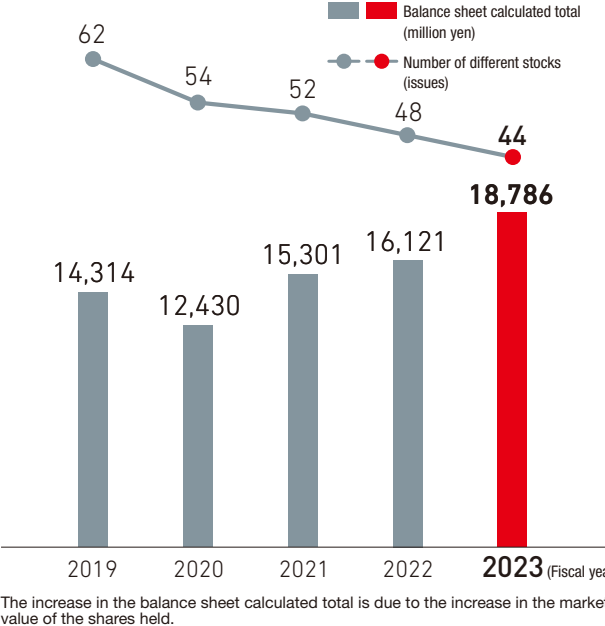
Regarding share cross-holdings, we disclose these in our securities report as well as conduct an annual review during which the Board of Directors considers a number of questions about each stock held, including the purpose for holding it and whether the risks and benefits of holding it justify the capital cost.

Based on the results of this review, we sold off 42 of our cross-holdings during the three-year period of the Nikke Group RN130 2nd medium-term management plan, which represents a book value reduction of 2.24 billion yen.

Exercise of Voting Rights

With regard to the exercise of our voting rights for share cross-holdings, this is done when we have separately investigated and, when necessary, talked with the issuing company in question to determine that the exercise of such rights will contribute to an increase in the medium-to-long-term corporate value of said company.

Status of Cross-Holdings



Reasons for Officer Appointment

In order to build an effective governance system focused on sustainable growth, we appoint directors and Audit and Supervisory Board members who possess extensive business experience and wide-ranging expertise and knowledge. Each director's and Audit and Supervisory Board member's skills and activities are provided below.

Kazuya Tomita

Chairman and
Chairman of Board of Directors

As chairman of the Board of Directors, Tomita performed appropriate management supervision and, while presiding over meetings of the board, strived to ensure effective management of proceedings from a position of neutrality. Also, as the former president, he has been involved in overall management for many years, including promoting the Nikke Group RN130 Vision. He possesses a wealth of experience, for which he has been deemed an appropriate appointment for achieving sustained improvement in the Nikke Group's corporate value.

Yutaka Nagaoka

President and Representative Director
Chief Executive Officer

As president and representative director, Nagaoka performed appropriate management supervision and decision-making on important matters and helped move forward the second phase of the Nikke Group RN130 Vision, i.e., the second medium-term management plan, to achieve a third consecutive period of increased sales and operating income, with operating income being the highest it has ever been. For these and other reasons, Nagaoka has been deemed an appropriate appointment for achieving sustained improvement in the Nikke Group's corporate value.

Kuniaki Hihara

Director and Managing Executive Officer
General Manager of Industrial Machinery
& Materials Division

As a director, Hihara performed appropriate management supervision and decision-making on important matters. As a managing executive officer, he served as the general manager of the Industrial Machinery & Materials Division, where he focused on automobile- and environment-related growth industries, expanded overseas business, and facilitated expansion of nonwovens business. Also, as chair of the Corporate Brand Strategy Committee, he oversaw the creation of a concrete corporate brand strategy. For these and other reasons, Hihara has been deemed an appropriate appointment for achieving sustained improvement in the Nikke Group's corporate value.

Yoshiro Kawamura

Director and Managing Executive Officer
General Manager of Human &
Future Development Division

As a director, Kawamura performed appropriate management supervision and decision-making on important matters. As a managing executive officer, he was the general manager of the Human & Future Development Division, where he carried out aggressive investment, such as in Tokyo Building redevelopment, selection and concentration of unprofitable businesses, and business restructuring. Also, as chair of the Nikke Group Global Environment Committee, he promoted the importance of global environmental conservation and worked to raise awareness across the entire Group. For these and other reasons, Kawamura has been deemed an appropriate appointment for achieving sustained improvement in the Nikke Group's corporate value.

Takehiro Okamoto

Director and Managing Executive Officer
Director of Corporate Strategy Center

As a director, Okamoto performed appropriate management supervision and decision-making on important matters. As a managing executive officer, he oversaw the Corporate Strategy Center as director, formulating and promoting corporate strategy, shaping corporate governance, facilitating overall Group financial affairs, human resources, IR, and M&A strategy, and furthering the medical-related business. Also, as chair of the Sustainability Committee, he furthered efforts aimed at the long-term growth of the Group and the realization of a sustainable society. For these and other reasons, Okamoto has been deemed an appropriate appointment for achieving sustained improvement in the Nikke Group's corporate value.

Seishi Miyajima

Outside director
(independent director)

Miyajima has experience in management at other companies, along with proven results and ample experience in the real estate industry, which he draws upon while serving in an independent supervisory role among the Board of Directors. Also, as an outside member of the Advisory Board, he has been actively involved in improving Group corporate governance. For these and other reasons, Miyajima has been deemed an appropriate appointment for achieving sustained improvement in the Nikke Group's corporate value and supervising Group management.

Yukihiro Kato

Outside director
(independent director)

Kato has experience in management at other companies, along with proven results and ample experience in the automotive-related industry, which he draws upon while serving in an independent supervisory role focused on achieving sustained improvement in the Nikke Group's corporate value and supervising Group management. He has been deemed an appropriate appointment for improving corporate governance of the Group.

Kazuhiro Ohashi

Audit and Supervisory
Board member

As an executive officer, Ohashi focused on the launch of medical-related business. With his broad range of experience in the Nikke Group in the fields of production and research and development, he has a great deal of insight into Nikke Group business. He also has group company management experience. For these reasons, Ohashi is deemed an appropriate appointment for ensuring good corporate health.

Hiroshi Fujiwara

Audit and Supervisory
Board member

As an executive officer, Fujiwara promotes the Group's financial, accounting, and tax strategies and has a broad range of experience, which includes the Textile & Clothing Materials business and the Human & Future Development business, that gives him considerable knowledge of the Group's businesses. He also has experience serving as an audit and supervisory board member for group companies. For these reasons, Fujiwara is deemed an appropriate appointment for ensuring good corporate health.

Michiko Uehara

Outside Audit and
Supervisory Board member
(independent director)

As a highly skilled attorney, Uehara draws upon a wealth of experience to carry out independent and objective audits that help ensure corporate health. She is thus judged to be an appropriate appointment who can contribute to improved corporate governance as an outside Audit and Supervisory Board member.

Junichi Kato

Outside Audit and
Supervisory Board member
(independent director)

Based on his experience as a certified public accountant well-versed in finance, accounting, and taxation, Kato conducts independent and objective audits that help ensure corporate health. He is thus judged to be an appropriate appointment who can contribute to improved corporate governance as an outside Audit and Supervisory Board member.

Officers' Skills Matrix

Name		Kazuya Tomita	Yutaka Nagaoka	Kuniaki Hihara	Yoshiro Kawamura	Takehiro Okamoto
Position		Chairman and Chairman of Board of Directors	President and Representative Director Chief Executive Officer	Director and Managing Executive Officer General Manager of Industrial Machinery & Materials Division	Director and Managing Executive Officer General Manager of Human & Future Development Division	Director and Managing Executive Officer Director of Corporate Strategy Center
Skills	Corporate management	●	●	●	●	
	Sales	●		●		●
	Engineering/R&D		●		●	
	Finance/accounting	●				●
	HR/labor	●	●			●
	Legal/risk management	●				●
	Sustainability				●	●
	M&A	●				●
	Global experience		●	●	●	
Business experience at Nikke	Textile & Clothing Materials	●	●	●	●	
	Industrial Machinery & Materials		●	●	●	●
	Human & Future Development	●	●		●	●
	Consumer Goods & Services	●	●		●	

Name		Yasuhiro Wakamatsu	Seishi Miyajima	Yukihiro Kato	Kazuhiro Ohashi	Hiroshi Fujiwara	Michiko Uehara	Junichi Kato
Position		Outside Director (independent director)	Outside Director (independent director)	Outside Director (independent director)	Full-time Audit and Supervisory Board member	Full-time Audit and Supervisory Board member	Outside Audit and Supervisory Board member (independent director)	Outside Audit and Supervisory Board member (independent director)
Skills	Corporate management	●	●	●	●			
	Sales	●	●					
	Engineering/R&D			●	●			
	Finance/accounting					●		●
	HR/labor		●	●			●	
	Legal/risk management	●		●		●	●	
	Sustainability							
	M&A					●		
	Global experience	●						
Business experience at Nikke	Textile & Clothing Materials				●	●		
	Industrial Machinery & Materials				●			
	Human & Future Development					●		
	Consumer Goods & Services							

The following are the descriptions of the listed skills.

Corporate management	Has experience managing a business, including group companies, and has knowledge of company management
Sales	Has experience in sales, marketing, and brand strategy
Engineering/R&D	Has experience in production technology, quality control, and research and development
Finance/accounting	Has specialized knowledge in finance, accounting, capital policy, taxation, etc.
HR/labor	Has knowledge of human capital management, including human resource management, labor management, and human rights
Legal/risk management	Has specialized knowledge in legal affairs, intellectual property, risk management, etc.
Sustainability	Has insights into various issues surrounding sustainability, as well as possesses experience and specialized knowledge as someone who has overseen ESG activities
M&A	Has experience in formulating and executing strategies for M&A, business alliances, etc.
Global experience	Has experience working overseas and in global sales activities

Notes
1: Prior to their appointment as Audit and Supervisory Board members, Kazuhiro Ohashi served as a Nikke executive officer for nine years, and Hiroshi Fujiwara served as a Nikke executive officer for four years.
2: Yasuhiro Wakamatsu, Seishi Miyajima, and Yukihiro Kato are outside directors as defined under Article 2, Paragraph 15 of the Companies Act. Michiko Uehara and Junichi Kato are outside Audit & Supervisory Board members as defined under Article 2, Paragraph 16 of the Companies Act.
3: The above list is not an exhaustive list of all of the knowledge and experience possessed by each individual.

Evaluation of the Effectiveness of the Board of Directors

With respect to the evaluation of the effectiveness of the Board of Directors in fiscal 2023, we conducted a self-evaluation on the composition, content of discussions, and methods of operation of the Board of Directors by distributing questionnaires to directors and Audit and Supervisory Board members. As a result of analyzing the self-evaluation and organizing the issues at the Board of Directors, it was confirmed that the self-evaluation of our Board of Directors was high overall.

The liaison meeting between outside directors and Audit and Supervisory Board members, which is held regularly to facilitate information and awareness-sharing with independent outside directors, has been well-received for its effectiveness. In addition, the assessment of the overall composition of the Board of Directors has improved. Meanwhile, we recognize the

continuing need for more well-balanced proceedings that align with the agenda. We will refer to these evaluation results as we continue working to enhance the efficacy of the Board of Directors and strengthen our corporate governance.

Matters Discussed and Reported at Board of Directors Meetings

As a general rule, the Board of Directors meets once a month to make decisions on various matters, such as matters prescribed by law and the articles of incorporation or important investment and loan matters. It also receives reports on, and oversees the status of, operations of the different businesses and group companies. The board also facilitates and oversees corporate strategy, including the approval and progress management of group planning, such as medium-term management plans and fiscal year plans, and the drafting and progress management of important investments.

Matters discussed and reported at Board of Directors meetings (fiscal 2023)

Management strategy related	Medium-term management plan formulation and progress management / single-year management plan formulation and progress management / financial plan formulation and cash flow management / financial results and performance management / group company financial results and performance management / M&A-related matters / business restructuring / investment progress management / management focused on cost of capital and stock price / etc.
Governance	Personnel changes for directors, Audit and Supervisory Board members, executive officers, and important division managers / Advisory Board appointment / decision-making regarding officer remuneration, share-based remuneration, etc. / D&O insurance and liability limitation agreements with outside directors / Audit and Supervisory Board auditing policies and planning / internal control audit planning / accounting auditor audit planning / verification and sale of cross-shareholdings / Board of Directors effectiveness evaluation / establishment and revision of important rules and regulations / sustainability-related matters / etc.
Investment and loans	Important investments (production facilities, commercial facilities, real estate development, etc.) / core system investments / investment planning and results comparison / etc.
Shareholder related	Shareholder status / shareholder returns (dividend policy, treasury stock acquisition and cancellation) / general meeting of shareholders operating policy and results summarization / etc.

Remuneration of Directors

The Board of Directors determines the amount of remuneration for directors within the range of the total amount approved by a resolution of the general meeting of shareholders. However, prior to making the decision, the Advisory Board, which consists of internal and external members, is consulted on the matter to ensure objective and transparent procedures, and the appropriateness and reasonableness of remuneration through deliberation.

The remuneration system for directors was revised in fiscal 2022 to introduce restricted stock compensation. This revision, aimed at all directors who are not outside directors, and at executive officers who are not directors, is intended to incentivize efforts to achieve sustained increases in corporate

value, as well as to further facilitate alignment with shareholder interests. As a result, the amount of remuneration for inside directors consists of a fixed remuneration, which is a standard amount based on job title, annual performance-linked remuneration, business result-linked remuneration related to the progress and achievement of the medium-term management plan, and share-based remuneration, which utilizes allocation of shares. All of this is paid at a ratio of 5:2:1:2 as a standard. Also, the amount of remuneration for the chairman of the Board of Directors consists of a fixed remuneration and share-based remuneration, which are paid at a ratio of 8:2. The amount of remuneration for outside directors and Audit and Supervisory Board members is limited to a fixed remuneration, which is not linked to business results of the company in view of their roles and independence.

Total amount of remuneration, etc. (Results for the fiscal year ended November 2023)

	Total amount of remuneration, etc.	Total amount of remuneration by type			Number of eligible executives
		Basic remuneration (fixed remuneration)	Performance-linked remuneration, etc.	Non-monetary remuneration, etc.	
Directors (of which, outside directors)	226 million yen (18 million yen)	148 million yen (18 million yen)	45 million yen (—)	32 million yen (—)	8 (3)
Audit and Supervisory Board members (of which, outside Audit and Supervisory Board members)	49 million yen (12 million yen)	49 million yen (12 million yen)	— (—)	— (—)	5 (2)

- Total remuneration includes an anticipated 20 million yen directors' bonus for the fiscal year.
- Non-monetary remuneration, etc., is the amount recorded as expenses for the fiscal year under review based on the restricted stock compensation plan.
- The maximum amount of remuneration for directors and Audit and Supervisory Board members was revised at the 189th Ordinary General Meeting of Shareholders held on February 26, 2020, with an annual remuneration of up to 300 million yen for directors (of which, up to 24 million yen for outside directors) and an annual remuneration of up to 80 million yen for Audit and Supervisory Board members (of which, up to 16 million yen for outside Audit and Supervisory Board members). Also, at the Ordinary General Meeting of Shareholders held on February 25, 2022, a remuneration framework separate from that above was approved to set aside up to 50 million yen and 100,000 shares of Nikke common stock per year as monetary claims used for funding restricted stock compensation for directors (excluding outside directors).
- For details, please see page 57 of the Notice of the 193rd Annual General Meeting of Shareholders. This information can also be found at <https://www.nikke.co.jp/investor/data/>.

Compliance and Risk Management

Risk Recognition

The Nikke Group has established the Group Risk Management Committee to identify the risks recognized by the Group and strengthen the risk management system for preventing the risks and minimizing losses.

Business risks

- Declining business results, business withdrawal of important business partners, etc.
- Business reorganization, and improvement of business structure
- Significant drop in stock prices, fluctuations in exchange rates, etc.
- Product defects, etc.
- Purchase of raw materials
- Overseas business development
- Disasters, spread of serious infectious diseases, etc.
- Impairment losses on fixed assets
- Information security risks

Note: For details see pages 25 and 26 of the 193rd Securities Report.

Risk Management System

Through audits by the Audit and Supervisory Board and the Internal Audit Department and Group Risk Management Committee meetings held twice a year, the Nikke Group aims to improve comprehensive group-wide recognition and sharing of the risks and conducts regular reviews on the risk management system. Business divisions and group companies also hold Risk Management Committee meetings to understand the risks unique to each business.

Structure of Nikke Group Risk Management Committee



Protection of Whistleblowers

The Nikke Group has established a whistleblower contact desk for reporting illegal activities and activities that violate the Corporate Code of Ethics. We have informed employees about this contact desk via the Corporate Ethics Handbook and the company intranet.

This whistleblower contact desk can be accessed via two routes, the Audit and Supervisory Board and the Internal Audit Office. The system is designed so that report confidentiality is strictly maintained. There were seven reports received in fiscal 2023.

Handling of Information

Respect for Intellectual Property

On December 1, 2008, the Nikke Group established the Environment/Intellectual Property Control Office (currently, System Technology/Environment Development Office). By establishing a system that supervises the management of intellectual property owned by the entire Nikke Group, we strive to make effective use of and defend the patents owned by the Group. In addition to handling the conclusion of non-disclosure agreements for joint research projects and inventions that have been created, we are working to ensure that intellectual property outside the Group is also thoroughly respected. At the Nikke Group, intellectual property created by employees related to their work are evaluated and treated based on the rules for handling employee inventions, which is an incentive system for inventions.

Protection of Personal Information

The Nikke Group recognizes that information is an important asset for continuing its business and believes that properly handling and protecting personal information is its social responsibility. Having established the Nikke Group Privacy Policy and Nikke Group Personal Information Protection Regulations in 2005 and built a management system based on these, we conscientiously manage personal information to ensure that it is handled appropriately. We also implement awareness-raising activities regularly through the Nikke Group Corporate Ethics Handbook, internal newsletters, and e-learning.

Nikke Officers (As of February 22, 2024)



Kazuya Tomita

Chairman and Chairman of Board of Directors
Date of birth: April 3, 1959; 64 years old
Years in office: 11
Number of shares held: 99 thousand
Attendance at Board of Directors meeting (previous term): 12/12 meetings

Apr. 1984 Joined Nikke
Feb. 2007 Manager of Community Service Business Group
Dec. 2008 General manager of Community Service Business
Feb. 2009 Executive officer, general manager of Community Service Business
Dec. 2011 Executive officer, general manager of Community Service Business, general manager of Management Department, and general manager of Communication/New Service Department
Dec. 2012 Managing executive officer, general manager of Human & Future Development Division, general manager of Consumer Business Division, general manager of Management Department, and general manager of Communication/New Service Department
Feb. 2013 Director, managing executive officer, general manager of Human & Future Development Division, general manager of Consumer Business Division, general manager of Management Department, and general manager of Communication/New Service Department
Jun. 2014 Director and managing executive officer, director of Corporate Strategy Center
Feb. 2016 President and chief executive officer
Feb. 2022 Chairman of the Board of Directors, chairman (current position)



Yutaka Nagaoka

President and Representative Director
Chief Executive Officer
Date of birth: September 7, 1961; 62 years old
Years in office: 4
Number of shares held: 53 thousand
Attendance at Board of Directors meetings (previous term): 12/12 meetings

Apr. 1984 Joined Nikke
Dec. 2008 General manager of Gifu Mill, Textile & Clothing Materials Division
Dec. 2010 General manager of Innami Mill, Textile & Clothing Materials Division
Feb. 2012 General manager of Textile & Clothing Materials Division (in charge of special missions for overseas business)
Feb. 2014 General manager of Gifu Mill, Textile & Clothing Materials Division
Sep. 2015 President and chief executive officer of Nikke Machine Manufacturing Corp.
Feb. 2018 Executive officer; president and chief executive officer of Nikke Machine Manufacturing
Feb. 2020 Director and managing executive officer, general manager of Human & Future Development Division
Feb. 2021 Director and managing executive officer, general manager of Human & Future Development Division, and general manager of Development Division
Feb. 2022 President and chief executive officer (current position)



Seishi Miyajima

Outside Director (independent director)
Date of birth: January 11, 1960; 64 years old
Years in office: 2
Number of shares held: –
Attendance at Board of Directors meetings (previous term): 12/12 meetings

Apr. 1983 Joined Nomura Real Estate Development Co., Ltd.
Jun. 2001 General manager of Corporate Sales Department, Nomura Real Estate Development
Jun. 2006 Director and deputy general manager of Corporate Company, Nomura Real Estate Development
Apr. 2009 Director, managing executive officer, and general manager of Corporate Company, Nomura Real Estate Development
Apr. 2012 Representative director, senior executive officer, and general manager of Corporate Company, Nomura Real Estate Development
May 2012 Executive officer and head of Property Brokerage & CRE Business Unit, Nomura Real Estate Holdings, Inc.
Apr. 2013 President and chief executive officer of Nomura Real Estate Urban Net Co., Ltd.
Apr. 2016 Chairman of Nomura Real Estate Urban Net
Jun. 2018 Director, executive vice president, and executive officer of Shinnihon Corporation
Feb. 2022 Outside director of Nikke (current position)



Yukihiro Kato

Outside Director (independent director)
Date of birth: January 3, 1959; 65 years old
Years in office: – (newly appointed)
Number of shares held: –
Attendance at Board of Directors meetings (previous term): –/– meetings

Apr. 1984 Joined Nippon Denso Co., Ltd. (currently Denso Corporation)
Jan. 2005 General manager of IC Technology Department II, Denso
Jun. 2010 Managing executive officer of Denso
Apr. 2017 Senior managing executive officer of Denso
Jun. 2019 President and chief executive officer of Denso Ten Limited
May 2023 President and chief executive officer of Yukiya ConCon Limited (current position)
Aug. 2023 Outside director of Japan Process Development Co., Ltd. (current position)
Feb. 2024 Outside director of Nikke (current position)



Kuniaki Hihara

Director and Managing Executive Officer
General Manager of Industrial Machinery & Materials Division
Date of birth: May 7, 1957; 66 years old
Years in office: 6
Number of shares held: 43 thousand
Attendance at Board of Directors meetings (previous term): 12/12 meetings

Apr. 2011 Joined Nikke
Jul. 2012 General manager of Sales Department III, Textile & Clothing Materials Division
Oct. 2013 President of Nikke (Thailand) Co., Ltd.
Dec. 2014 General manager of Nikke (Shanghai) Management Co., Ltd.
Jun. 2015 President of Nankai Nikke (Malaysia) Sdn. Bhd.
Feb. 2016 President and chief executive officer of Ambic Co., Ltd. (currently F&A Nonwovens Corporation)
Feb. 2018 Director and managing executive officer, general manager of Industrial Machinery & Materials Division (current position)
Jun. 2018 Outside director of Ashimori Industry Co., Ltd.
Jun. 2020 President and chief executive officer of Fuji Corporation
Feb. 2022 Chairman of Ambic (currently F&A Nonwovens Corporation) (current position)



Yoshiro Kawamura

Director and Managing Executive Officer
General Manager of Human & Future Development Division
Date of birth: November 15, 1960; 63 years old
Years in office: 5
Number of shares held: 41 thousand shares
Attendance at Board of Directors meetings (previous term): 12/12 meetings

Apr. 1983 Joined Nikke
Dec. 2005 General manager of Jiangyin Nikke Worst Spinning Co., Ltd. and general manager of Jiangyin Nikke Dyeing Co., Ltd.
Dec. 2008 General manager of Research and Development Office II, Research and Development Center
May 2010 General manager of Engineering Division
Feb. 2013 President and chief executive officer of Nikke Machine Manufacturing Corp.
Sep. 2015 General manager of Manufacturing Control Department, Textile & Clothing Materials Division
Feb. 2016 Executive officer, general manager of Manufacturing Control Department, Textile & Clothing Materials Division
Jun. 2017 Executive officer, general manager of Manufacturing Control Department, Textile & Clothing Materials Division, and general manager of Fabric Business
Feb. 2019 Director and managing executive officer, general manager of Textile & Clothing Materials Division
Feb. 2022 Director and managing executive officer, general manager of Human & Future Development Division (current position)



Kazuhiro Ohashi

Audit and Supervisory Board member
Date of birth: February 18, 1958; 66 years old
Years in office: 1
Number of shares held: 28 thousand shares
Attendance at Board of Directors meetings (previous term): 10/10 meetings
Attendance at Audit and Supervisory Board meetings (previous term): 10/10 meetings

Apr. 1982 Joined Nikke
Dec. 2008 Research and Development Center No. 1 Research and Development Office manager
Feb. 2012 Textile & Clothing Materials Division Innami Mill manager
Dec. 2013 Gosen Co., Ltd. director and managing executive officer
Feb. 2017 Executive officer; Research and Development Center director
Apr. 2018 Executive officer; Research and Development Center director; Textile & Clothing Materials No. 1 and No. 2 Development Office manager
Dec. 2018 Executive officer; Research and Development Center director; Materials and Technology Development Office manager; Nikke Medical Co., Ltd. president
Apr. 2019 Executive officer; Kyoto Medical Planning Co., Ltd. president; Nikke Medical president
Feb. 2023 Full-time Audit and Supervisory Board member (current position)



Hiroshi Fujiwara

Audit and Supervisory Board member
Date of birth: September 29, 1963; 60 years old
Years in office: – (newly appointed)
Number of shares held: 21 thousand shares
Attendance at Board of Directors meetings (previous term): –/– meetings
Attendance at Audit and Supervisory Board meetings (previous term): –/– meetings

Apr. 1986 Joined Nikke
Feb. 2011 General manager of Management Department and manager of Finance Section, Textile & Clothing Materials Division
Feb. 2013 General manager of Management Department, Textile & Clothing Materials Division
Mar. 2013 Head of the Finance & Accounting Department, Corporate Strategy Center
Feb. 2020 Executive officer and head of the Finance & Accounting Department, Corporate Strategy Center
Feb. 2024 Full-time Audit and Supervisory Board member (current position)



Takehiro Okamoto

Director and Managing Executive Officer
Director of Corporate Strategy Center
Date of birth: June 9, 1961; 62 years old
Years in office: 2
Number of shares held: 37 thousand shares
Attendance at Board of Directors meetings (previous term): 12/12 meetings

Aug. 2005 Joined Nikke
Dec. 2008 Head of the Finance & Accounting Department, Corporate Strategy Center
Mar. 2013 General manager of Management Department, Industrial Machinery & Materials Division
Dec. 2014 Head of the Business Research & Planning Department, Corporate Strategy Center
Feb. 2016 Executive officer and head of the Business Research & Planning Department, Corporate Strategy Center
Feb. 2019 Managing executive officer, director of Corporate Strategy Center
Jun. 2021 Outside director of Kawanishi Warehouse Co., Ltd.
Feb. 2022 Director and managing executive officer, director of Corporate Strategy Center (current position)



Yasuhiro Wakamatsu

Outside Director (independent director)
Date of birth: August 6, 1954; 69 years old
Years in office: 2
Number of shares held: –
Attendance at Board of Directors meetings (previous term): 12/12 meetings

Apr. 1977 Joined Kawanishi Warehouse Co., Ltd.
Jun. 2006 Director and general manager of Kobe Branch, Kawanishi Warehouse
Apr. 2011 Director of Kawanishi Warehouse
Jun. 2011 Director and general manager of International Department, Kawanishi Warehouse
Jun. 2011 Managing director, deputy general manager of Sales Division, and general manager of International Department, Kawanishi Warehouse
Apr. 2013 Managing director and deputy general manager of Sales Division, Kawanishi Warehouse
Jun. 2013 President, chief executive officer, and general manager of Sales Division, Kawanishi Warehouse
Sep. 2015 President and chief executive officer of Kawanishi Warehouse
Apr. 2021 Chairman of Kawanishi Warehouse (current position)
Feb. 2022 Outside director of Nikke (current position)



Michiko Uehara

Outside Audit and Supervisory Board member (independent director)
Date of birth: December 24, 1949; 74 years old
Years in office: 7
Number of shares held: –
Attendance at Board of Directors meetings (previous term): 12/12 meetings
Attendance at Audit and Supervisory Board meetings (previous term): 13/13 meetings

Apr. 1976 Assistant judge, Kobe District Court
Apr. 1979 Assistant judge, Amagasaki Branch, Kobe District Court
Apr. 1982 Assistant judge, Osaka District Court
Apr. 1986 Judge, Fukuoka District Court
May 1989 Registered as attorney at law, joined The Miyake Joint Partnership Law Office (currently Miyake & Partners)
Mar. 1992 Established Uehara Joint Partnership Law Office (current position)
Feb. 2015 Nikke Audit and Supervisory Board member alternate
Jun. 2016 Outside Audit and Supervisory Board member of Sumitomo Electric Industries, Ltd. (current position)
Feb. 2017 Outside Audit and Supervisory Board member of Nikke (current position)
Jun. 2022 Outside director of Sekisui Kasei Co., Ltd. (current position)



Junichi Kato

Outside Audit and Supervisory Board member (independent director)
Date of birth: January 26, 1962; 62 years old
Years in office: – (newly appointed)
Number of shares held: –
Attendance at Board of Directors meetings (previous term): –/– meetings
Attendance at Audit and Supervisory Board meetings (previous term): –/– meetings

Oct. 1994 Joined Century Audit Corporation (currently Ernst & Young ShinNihon LLC)
Jan. 1998 Joined Setsuo Hashimoto Certified Public Accountant Office (currently Junichi Kato Certified Public Accountant Office) (current position)
Apr. 1999 Registered as certified public accountant
Jul. 1999 Registered as licensed tax accountant
Jun. 2005 Established Tax Corporation Sincere; representative partner (current position)
Feb. 2017 Nikke Audit and Supervisory Board member alternate
Feb. 2024 Outside Audit and Supervisory Board member of Nikke (current position)