

## Dialogue between Outside Directors



**Yoichi Takei**  
Outside Director

Became an Outside Director of Daio Paper in June 2020. Has expertise as an attorney-at-law and served as an officer at other companies.



**Naosuke Oda**  
Outside Director

Became an Outside Director of Daio Paper in June 2022. Served as the president and representative director at another company.

### Accelerating Progress toward Realizing Our Long-Term Vision through Comprehensive Discussion

#### What are your thoughts on your role as an Outside Director?

**Oda:** Until my appointment as an Outside Director in June 2022, I served as an officer on the executive side in the steel industry. Reflecting on my past experience, I have noticed that executive-side officers often become preoccupied with immediate issues, leading to a focus on short-term results. In such situations, I recall that feedback from outside directors frequently challenged my own assumptions and made me realize how narrow my perspective was; things I took for granted often appeared different when viewed from another angle. Although my background is in a different industry, I was involved first hand in developing and promoting overseas businesses, including M&A, to increase corporate value. I also worked on initiatives to boost product competitiveness and meet the diverse needs of customers. Drawing from my experiences, including lessons learned from overcoming failures, I aim to offer valuable insights to the

Company's management, however modest they may be. I hope to become an Outside Director who can inspire and stimulate those on the executive side of the Company.

**Takei:** I have served as an Outside Director for four years. During that time, the number of Outside Directors has increased from three to four, and the member composition has also changed. The main role of an Outside Director is to supervise executive management, and to date, I have focused on making recommendations, including the need for risk taking, as part of this role. On the other hand, when I consider my role among the current four Outside Directors, as a lawyer specialized in corporate affairs, I will continue to actively offer advice and opinions on the procedures and mechanisms of governance structures and information disclosure to the market, including sustainability disclosure, while drawing on my experience at other companies. I believe a balanced perspective can be achieved if I focus on the defensive side of governance, complementing

the other three Outside Directors who have abundant business experience.

**Oda:** For a company to achieve growth, it often needs to take risks. I believe that the role of the Board of Directors includes encouraging the executive team to engage in flexible and proactive thinking to avoid becoming overly conservative. Additionally, the Board should make overall management decisions based on a logical examination of the business structure, including time frames.

**Takei:** I agree. Over the past year, we have engaged in discussions regarding the Long-Term Vision and the Medium-Term Business Plan (hereinafter, "MTBP"), but I think that we have been forced to constrain our thinking in some areas due to the deterioration of financial results in FY2022. During a Board of Directors meeting, Mr. Oda emphasized that the Company should proceed with investments crucial for long-term growth, even if they might appear to violate financial discipline in the short term in some respects. I felt this was a statement that only a businessperson could make, and I considered it very valuable advice for the executive team, who tend to be preoccupied with immediate issues.

**Oda:** It is the important duty of the Board of Directors to set the overarching direction of corporate strategies. Incorporating opinions arising from diverse backgrounds to broaden perspectives and deepen discussions is essential. I commend the recent decision to establish an Investment and Loan Committee, creating a mechanism through which the executive team can make decisions using objective indicators from both quantitative and qualitative aspects. As an Outside Director, I will continue to monitor their operations with a focus on growth.

#### What is your assessment of the Company's governance and what issues does it face in your opinion?

**Takei:** Over the last four years, I have observed steady progress in efforts to strengthen governance. In addition, I highly commend the Company's decision during the past year to enter into and advance a strategic alliance with Hokuetsu Corporation, although this is not an issue directly related to the governance structure.

**Oda:** That's right. It is crucial that both parties have set aside past differences to be able to discuss and move toward a meaningful alliance. Amid the

drastically changing business environment, it is very positive that they have established a relationship in which they can collaborate with a future-oriented approach.

**Takei:** On the other hand, regarding the governance structure, we need to hold further discussions to review the positioning of the Board of Directors and its specific scope of authority. This is crucial to ensure appropriate and efficient management through a clear division of roles between supervision and execution. As the Company plans to expand its overseas business, strengthening its global governance has also become a key issue.

**Oda:** Regarding global governance, the Chinese business's underperformance has impacted the Company's FY2023 financial results more than expected. Amid such a rapidly changing environment, past successes can sometimes become obstacles. The Company needs to develop the ability to respond quickly without being constrained by previous achievements. On a global scale, it is important for the Company to be able to centrally monitor, plan, and manage local operations in each country, and to ensure that the check functions are effective. I am pleased that Director Fujita, who has been responsible for overseeing the domestic Home & Personal Care (hereinafter, "H&PC") Business, is now responsible for overseeing both domestic and overseas businesses centrally. Additionally, I commend the transformation of the three committees: the Sustainability Committee, the Risk and Compliance Committee, and the Diversity Committee. They now thoroughly discuss issues and reach consensus with the executive team before presenting proposals to the Board of Directors.

**Takei:** I agree. Over the past year, the roles of the three committees have become clearly defined and they now function effectively as committees on the executive side. It has also become clear that Outside Directors are to attend these meetings as observers in a supervisory role.

**Oda:** In addition to official board meetings, we have initiated quarterly informal meetings between the Representative Directors and Outside Officers. I value these opportunities as they provide a space for candid discussions free from formal constraints. Regarding governance in the aspect of succession planning, there has been significant progress too. The Human Resources Management Meeting has specifically and

systematically defined the requirements for senior management candidates, and has started sharing these with the Nomination Committee and other bodies. However, as Mr. Takei mentioned earlier, we need to further discuss and clarify the role of the Board of Directors. While everyone's diligence results in detailed regular reporting at Board meetings, we must remember that the Board's primary responsibility is determining the strategic direction of the entire Company. Therefore, I propose deepening our discussion on the Board's function, including the possibility of further delegation of authority to the executive side where appropriate.

#### What is your assessment of the Long-Term Vision and the 5th MTBP that have recently been formulated, and what challenges will they face in your opinion?

**Oda:** I support the basic direction of the newly formulated Long-Term Vision and MTBP. Following the deterioration of our financial results for FY2022, our employees have worked hard on various measures, including price revisions, to achieve a return to profitability in FY2023. Our Chinese business, despite facing a tougher situation than expected, is now on track for profitability by FY2025, thanks to our approach of distinguishing one-off factors from structural factors and dealing with them appropriately. The 5th MTBP's emphasis on strengthening our foundation, encapsulated in the keyword "Reframe", is appropriate. However, this goes beyond simply downsizing; it is a strategic realignment to create the necessary conditions to achieve our targets and is a necessary step to springboard into our next phase of growth. I propose that the Company accelerate their efforts, even within the 5th MTBP timeframe, and aim to establish its foundation ahead of schedule to demonstrate their commitment toward future growth and position the Company for a more ambitious trajectory for the 6th MTBP. Should the Company succeed in improving profitability faster than planned, we will also have the opportunity to reassess our approach to growth investments. I believe that going forward, it is essential for us to develop a more detailed and specific roadmap linking the 5th MTBP to the achievement of our Long-Term Vision.

**Takei:** With regard to the new Long-Term Vision and the 5th MTBP, we, the Outside Directors, were involved in reviewing drafts prepared by the



executive team, and I believe that this process has effectively aligned management's perspective on the Company's strategic direction. Since the first MTBP in 2012, which follows the incident involving its former Chairman in 2011, the Company's MTBPs through to the fourth have been driven by a commitment to restart and develop anew. While the current situation differs, there are some parallels. The Company is facing financial challenges, having recorded its first operating loss in FY2022 since going public. In response, it has formulated the new MTBP grounded in a long-term vision aimed at recovery and growth. The timing of formulating this long-term vision is commendable. However, I question on the target year of 2035. While it aligns with the target year for the 8th MTBP, from a broader perspective, we must look beyond 2035. Considering energy issues, which significantly impact the business foundation of the Company, 2035 is merely an interim milestone on the path to achieving carbon neutrality by 2050. Formulating this Long-Term Vision for 2035 is not the end of the matter, and, as Mr. Oda pointed out, our roadmap for achieving the Long-Term Vision lacks sufficient detail and requires further discussion. Demand for paper will continue to decline, but it is unlikely to disappear in the near term. Given this, we must think about how the Paper & Paperboard Business, historically our profit driver, will continue to support the entire Company during the expansion of the H&PC Business. While the Company's focus on the H&PC Business is understandable, I believe that the Company has to articulate more clearly how they will be able to expand its overall business given the declining paper demand. I believe that the management chose "reframe" and "transformation" as catchwords to signal to its stakeholders, both internal and external, that it is prepared to endure challenges over the next three years. However, the Company also need to deepen discussions on how to foster innovation for the future.

**Oda:** That's right. I understand the need for the Company to endure challenges during this period, but should it extend for three years? We need to

engage in more in-depth and urgent discussions on how we can possibly shorten this waiting period and accelerate the progress outlined in the current MTBP.

**Takei:** Yes. Of course, growth investments will not yield immediate numerical results. Therefore, we need to continually discuss how and when to sow the seeds for growth. I believe that this will become the central role of the Board of Directors.

**Oda:** On the other hand, I consider it notable that human resources and corporate culture have been highlighted as "sources of value creation," among the key themes of our Long-Term Vision. I have been critical of the Company's corporate culture, emphasizing that practices such as excessive paper usage and an overly pervasive reporting culture, even if they may have a historical context, have to be updated for the Company to stay relevant. It is therefore a major step forward that the Company has explicitly articulated in its Long-Term Vision a plan to "transform" its corporate culture and the notion that people are their source of value creation. Moving forward, the Company will embrace bold new approaches that include developing systems to nurture human resources who are willing to take on challenges, evaluation methods that reward those who harness diversity for innovation, and actively recruiting such human resources from outside the organization. I also highly commend the strategic division of the former General Affairs and Personnel Division into separate entities, thus empowering the Personnel Division to autonomously drive human resources measures. As we review various systems, it is important to develop an officer remuneration framework that encourages officers to embrace challenges. President Wakabayashi's town hall meetings initiative exemplifies a commitment to open dialogue with employees. I envision such initiatives transforming the Company's corporate culture, enabling candid insights from top management to reach employees across all

locations, sparking meaningful discussion that drive progress, and potentially fostering an environment where bottom-up proposals from employees at all levels are welcomed and valued. If we can move away from conservative practices, I believe that it will catalyze positive transformation in corporate governance and contribute to medium- to long-term growth.

**Takei:** Indeed. I also commend the Company for explicitly recognizing people as the source of value creation and incorporating this concept into its strategy for transformation. I believe that systems created for this purpose will also lead to improved corporate governance. While a solid governance structure has been established, I recognize that the focus now is on increasing the effectiveness of its mechanism. Regarding the remuneration of officers, we plan to introduce a system that links it to KPIs related to human capital management, including sustainability elements, in FY2025. At the same time, we will continue to review and refine the balance between execution and supervision within the Board of Directors, the division of roles, and the structure of the current executive officer system. Promoting diversity in our executive leadership is crucial for value creation. This includes not only the representation of women in executive roles, but also appointing employees of diverse nationalities to higher positions. In the future, we will also need to consider integrating exceptional individuals from overseas operations into the parent company's management team.

#### What are your expectations of the two newly appointed Outside Directors?

**Takei:** The two new Outside Directors who took office in June 2024 bring invaluable expertise to the board. One has extensive experience at a trading company, while the other has a strong background in finance. Furthermore, both are well-versed in global business operations. Given the Company's increasing focus on international markets, they are ideal additions to the leadership team. With three of the four Outside Directors having experience as corporate officers, I intend to adopt a more risk-aware, defensive approach to supervision to ensure a balanced perspective. I envision the four of us working together, leveraging our diverse strengths and unique skills to enhance corporate governance and enhance the corporate value of the Company.



**Oda:** Yes. Mr. Horie comes from a trading company and has spent a total of 14 years stationed in the UK and the U.S. I believe he understands, based on his own experience, what viewpoint would be important for the Company as it proceeds with M&A activities and global risk management going forward. Ms. Masai, the other new Outside Director, has built her career across multiple Japanese and foreign-affiliated financial institutions. We can expect valuable advice from her, drawing on this diverse background. In addition, I have heard that she was the first woman executive officer at Shinsei Bank, Limited (currently SBI Shinsei Bank, Limited). Having a woman Director who has been a frontrunner for women in business participating in the management of the Company is extremely important for promoting women's advancement at the Company.

**Takei:** Regarding board diversity, the Company has disclosed a skills matrix of its Directors. While introducing new perspectives to the Board of Directors is beneficial, our view of management diversity should not be limited to just Directors and Audit & Supervisory Board Members. It is also important to consider the skill composition across the entire leadership, including Executive Officers, to ensure overall balance and readiness for future business development.

**Oda:** That's right. With two new members joining, I expect the contents of our discussions on the future of the Company to change considerably. If the Company intends to further enhance board diversity, it may be good to consider expanding expertise in digital innovation and transformation.

**Takei:** Exactly. Furthermore, as our Long-Term Vision targets 100 billion yen in net sales from new businesses, I believe our priority in the field of advanced materials extends beyond officers. We need to focus on strengthening human resources

across the company, especially individuals who can drive growth in this field.

#### Please give a message to our stakeholders.

**Takei:** In the newly formulated 5th MTBP, the executive team has outlined strategic measures for the next three years, in response to the challenging business environment since FY2022. These measures are also aligned with the long-term vision that extends beyond the 5th MTBP. I believe that the executive team has responded appropriately to the difficult circumstances, including the strategic business alliance with Hokuetsu Corporation, and is steering the company in the right overall direction. As an Outside Director, I am committed to diligently supervise the Company's implementation and progress of measures toward sustainable growth. I will continue to offer constructive input to ensure that the Company progresses in the right direction. I ask for our stakeholders' understanding that our financial performance may appear subdued for the next one to two years as we "reframe" our operations. I appreciate your patience during this transformative period and encourage you to anticipate our future growth that lies beyond.

**Oda:** The challenging financial results for FY2022 provided us with an opportunity for deep reflection, leading to the formulation of the 5th MTBP and Long-Term Vision. We are committed to accelerating our efforts and building upward momentum to achieve these goals. Drawing from my two years of experience as an Outside Director, I firmly believe that the Company's human resources have the potential to execute this plan successfully. If each individual can demonstrate their capabilities as a source of value creation, I am confident that we can advance the 5th MTBP ahead of schedule and make steady progress toward our Long-Term Vision. To unlock this potential, I recognize my role in providing candid feedback, even if it means occasionally saying things that management and employees may not want to hear. My aim is to contribute to improving the Company's corporate value by offering insights to reinforce its strengths and supporting their implementation. The challenges we have faced have intensified our drive for growth. I will do my utmost to help the Company channel this accumulated energy into tangible results.

## Messages from the Newly Appointed Outside Directors



**Makoto Horie**

Appointed in 2024

#### Committed to actively support the Company in the coming years, a critical phase where the ambitiousness of our strategies will be thoroughly evaluated

I have about 40 years of experience at trading company, where I was involved in business investment and management in addition to the buying and selling of goods. Furthermore, I have served as the representative director and chairman of the Board of Directors at a financial institution.

While the brand image of elleair is well-established, I recognize that the Daio Group is navigating a challenging business environment. However, the Company possesses significant assets in technology, facilities, and human resources, providing ample potential to transform this crisis into opportunities. I anticipate that in the coming years, the ambitiousness of its strategies will be put to test and evaluated by how effectively they can leverage these assets.

In this environment, with 14 years of international assignment experience and involvement in five acquisition projects in the United States, I am confident that I can contribute to the Company's decision-making regarding M&A strategies, overseas sales strategies, and business expansion. Additionally, my frontline experience at a trading company equips me with the practical knowledge necessary to provide apt advice for crafting and implementing overseas sales strategies. Moreover, having served as a member of the management meeting for three years at a general trading company with diverse business lines, and having been involved in the company's decision-making as a director for one year, I believe that my experiences will be instrumental in driving the sustainable growth of the Daio Group.



**Takako Masai**

Appointed in 2024

#### Leveraging my knowledge and experience gained through many years of service at financial institutions

I have experience in risk management and general management mainly in financial services at foreign-affiliated financial institutions and Japanese city banks. I also served as a member of the Policy Board at the Bank of Japan, where I was involved in national policy decisions.

The Daio Group holds invaluable intangible assets from its successful brand creation efforts, including the elleair and GOO.N brands. As an economic institution with a strong social mission, it supports a society facing challenges such as declining birth rates and an aging population through its innovative products, while fostering stable employment opportunities. However, it appears that although the management is aware of the shrinking demand for paper-based products, their initiative to identify new business pillars for the next century of growth has only just begun.

In my position at a financial institution, I have observed companies confront various challenges over many years. Currently, I have the opportunity to lead a think tank dedicated to researching future generation digital finance.

Drawing on my long-standing experience and extensive knowledge in the financial markets, I aim to contribute to the Daio Group's future growth and the enhancement of its corporate value during this significant period of transformation.



# Corporate Governance

## Basic Approach to Corporate Governance

Based on its management philosophy of “shaping an abundant and affable future for the world,” the Daio Group aims to realize sustainable value creation for all of its stakeholders and society in general by promoting sustainability management. Corporate governance refers to a mechanism to realize sustainable growth and medium- to long-term enhancement of corporate value by clarifying the roles and responsibilities of the supervisory and decision-making functions and the execution functions of management, and promoting quick and flexible decision making and execution, as well as ensuring the proper functioning of the mechanism.

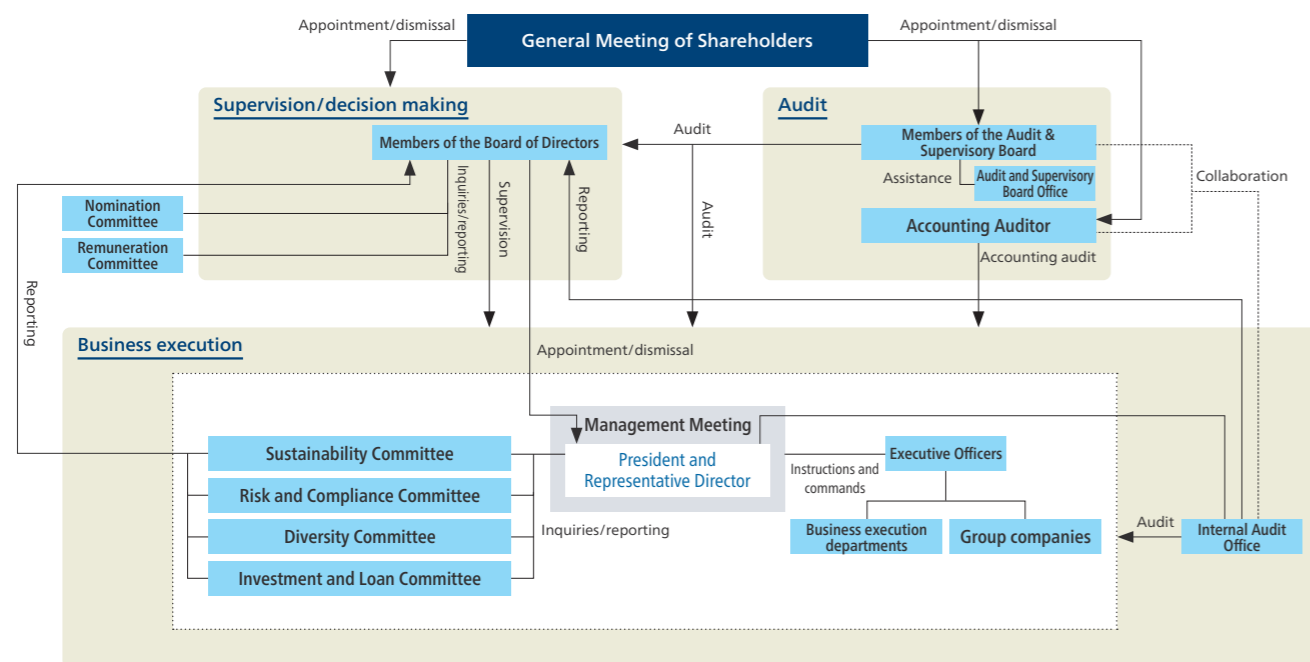
Amid the rapidly changing business environment, the Daio Group has always grasped the changes of the times and has been working, with foresight, on reforms aimed at achieving sustainable growth in the medium to long term, such as through business portfolio reform and acceleration of global expansion. We will also work to further enhance our governance while striking a balance between offense and defense in managing the Daio Group, including establishing an organizational structure that can respond to increasingly complex and diverse risks that accompany the expansion of our overseas business and changes in society.

## Corporate Governance Structure

The Board of Directors of the Company makes important management decisions and supervises business execution. As the Company is a “company with an audit & supervisory board,” the Audit & Supervisory Board of the Company and its members, who are independent from Directors, conduct audits on the status of execution of duties of the Directors. For the purpose of accelerating decision making, improving management efficiency, and strengthening business execution functions, the Management Meeting, comprised of the President and general managers of each business group and

division, makes decisions on matters delegated by the Board of Directors. In addition, the Company has introduced an executive officer system to clarify the roles and responsibilities of the Board of Directors, who make important management decisions and supervise business execution, and the Executive Officers, who are responsible for business execution. This enables the Company to achieve decisive and quick management decision-making, create a flexible and powerful business execution system, and enhance corporate value.

Corporate Governance Structure (as of July 1, 2024)



## Measures to Strengthen the Corporate Governance Structure

Daio Paper continuously reviews and strengthens its governance structure by adapting to the Corporate Governance Code and exchanging opinions with outside officers and investors. In FY2023, the Company established a system where the Sustainability Committee regularly reports sustainability issues to the Board of Directors, and the

Board of Directors discusses measures to realize decarbonization and carbon neutrality on an ongoing basis. We will continue to work to strengthen the practical aspects of the governance structure and enhance information disclosure.

## Key Measures Implemented to Strengthen Corporate Governance

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
Medium-Term Business Plans	The First Medium-Term Business Plan		The Second Medium-Term Business Plan		The Third Medium-Term Business Plan		The Fourth Medium-Term Business Plan		The Fifth Medium-Term Business Plan (From FY2026)					
	Restart Solid Reform and Further Growth		Step-up Leap and Expand		Move on Reform and Soar Above		GEAR UP The Next Growth Stage, to a New Future		Reframe Reinforcing the Foundation					
President	From 2011 Masayoshi Sako								From 2021 Yorifusa Wakabayashi					
Corporate Governance Basic Policy					From 2015 Disclosed Corporate Governance Basic Policy									
Clarification of roles of supervision and execution	Number of Directors	From 2012 13			From 2019 16			2021 12	2022 11	2023 12	2024 10			
	Number of Independent Outside Directors	From 2012 2		From 2017 3			From 2021 4							
	Number of women Directors	From 2017 1			2020 0		From 2021 1							
Effective evaluation of the Board of Directors					From 2016 Effective evaluation of the Board of Directors									
Audit & Supervisory Board Member structure	From 2012 5								2024 4					
Establishment of the Nomination Committee and the Remuneration Committee	Nomination Committee							From 2018 Established the Nomination Committee						
	Remuneration Committee					From 2021 Introduced the skills matrix of Directors								
	Remuneration Committee	From 2012 Established the Remuneration Committee								From 2019 Introduced the stock-based incentive system				
Committees	Sustainability Committee									From 2020 Established the Sustainability Committee				
	Risk and Compliance Committee	From 2008 Established the Compliance Committee						From 2022 Changed the name to the Risk and Compliance Committee						
	Diversity Committee									From 2019 Established the Diversity Committee				
	Investment and Loan Committee									2024 Established the Investment and Loan Committee				

### [Corporate Governance Basic Policy]

The Basic Policy summarizes our basic approach to corporate governance. [https://www.daio-paper.co.jp/wp-content/uploads/20240701\\_Corporate-Governance-Basic-Policy\\_E.pdf](https://www.daio-paper.co.jp/wp-content/uploads/20240701_Corporate-Governance-Basic-Policy_E.pdf)

### [Corporate Governance Report]

The Corporate Governance Report of the Company, which is submitted to the Tokyo Stock Exchange, is also made available on the Company's website. [https://www.daio-paper.co.jp/wp-content/uploads/20240701\\_CG\\_E.pdf](https://www.daio-paper.co.jp/wp-content/uploads/20240701_CG_E.pdf)

### Board of Directors

The Board of Directors of Daio Paper bears the function of supervising overall management and works to ensure the fairness and transparency of management, while making decisions on important matters for business execution, as specified by laws and regulations or the Articles of Incorporation. The Board of Directors shall consist of no more than

15 members, as stipulated in the Articles of Incorporation. That is the necessary and appropriate number of members to ensure an effective management structure and substantial discussions at the Board of Directors’ meetings. Adequate consideration is also given to ensuring diversity and sufficient expertise within the Board of Directors.

### Skills Matrix of Directors (as of July 1, 2024)

The table below shows the fields in which we expect our Directors to contribute significantly based on their experience and insight.

Name	Position	Independence	The fields in which we expect our Directors to contribute significantly									
			(1) Corporate management	(2) Corporate planning / M&A	(3) Sales / marketing	(4) Manufacturing / technology development	(5) Finance / accounting	(6) Personnel / HR development	(7) Legal affairs / risk management	(8) Overseas business / global experience	(9) Sustainability / ESG	(10) IT/DX
Yorifusa Wakabayashi	President and Representative Director, Chief Executive Officer		○	○	○		○	○	○	○	○	
Hiroshi Yamasaki	Executive Vice President and Representative Director, Executive Vice President		○			○		○	○	○	○	
Atsushi Ishida	Director, Managing Executive Officer			○	○					○		○
Hiroyuki Fujita	Director, Managing Executive Officer		○		○		○			○		○
Toshikatsu Tanahashi	Director, Managing Executive Officer		○			○			○		○	○
Shuhei Shinagawa	Director, Managing Executive Officer			○				○	○			○
Naosuke Oda	Outside Director	○	○	○	○				○			○
Yoichi Takei	Outside Director	○		○				○			○	
Makoto Horie	Outside Director	○	○	○	○					○		
Takako Masai	Outside Director	○						○	○	○	○	

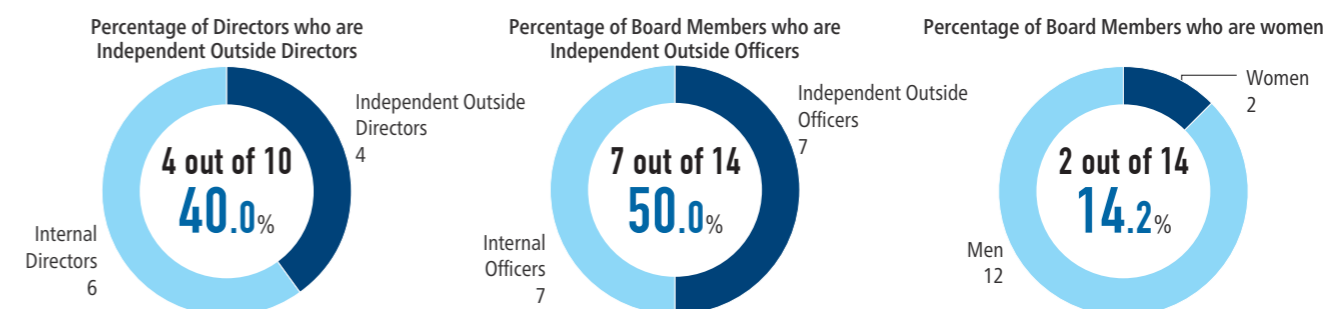
### Major Issues Examined by the Board of Directors in FY2023

- **Management strategies** Progress of the Medium-Term Business Plan, deliberation on the Company’s next Medium-Term Business Plan and Long-Term Vision, the implementation status of sustainability initiatives, and the plan for developing management successor candidates
- **Governance** Revision of the system of three voluntary committees (the Sustainability Committee, the Risk Compliance Committee, and the Diversity Committee), establishment of the Daio Group Anti-Bribery Rules, and responses to the Corporate Governance Code
- **Capital policy** Dividend policy, review of cost of capital, investment in and loans to subsidiaries, and loans and debt guarantees

### Rationales Behind the Fields in Which Directors are Expected to Contribute

Field	Rationale Behind Selection
Corporate management	Experience and knowledge in this field are important for Directors to lead discussions on medium- to long-term management strategies, as well as to promote appropriate risk taking and quick and decisive decision making from a broad perspective.
Corporate planning / M&A	Experience and knowledge in this field are important for Directors to promote the formulation of management plans that respond to changes in the environment as well as to execute M&A, capital investment, and other investments efficiently, in order to build a resilient business foundation.
Sales / marketing	Experience and knowledge in this field are important for Directors because the Company’s brand marketing and sales capabilities are derived from its sales philosophy, “What is made by Daio is sold only by Daio sales representatives,” which is based on a market-oriented approach that is closest to customers.
Manufacturing / technology development	Experience and knowledge in this field are important for Directors because the Company needs to utilize its robust production systems and technologies and to create new businesses through their application in order to continue to create high-quality, high-value-added products based on “dedication to manufacturing,” which is one of the four pillars of its management philosophy.
Finance / accounting	Experience and knowledge in this field are important for Directors to supervise management resource allocation and strengthen the financial foundation, as well as to promote management that is mindful of capital efficiency.
Personnel / HR development	Since its foundation, the Company has maintained the idea that “A company is its people, and its lifeblood is the rational collective intellect they generate”, and in its Long-Term Vision “Daio Group Transformation 2035,” the Company has identified human resources and corporate cultures as sources of its value creation. Experience and knowledge in this field are important for Directors because the Company needs to promote human capital management and incorporate it into its management strategies in order to achieve sustainable growth.
Legal affairs / risk management	Experience and knowledge in this field are important for Directors to properly manage various risks associated with corporate activities to support the Company’s sound, sustainable growth.
Overseas business / global experience	In order to realize its management philosophy of “Shaping an abundant and affable future for the world,” the Company needs to popularize hygiene products and habits throughout the world. Experience and knowledge in this field are important for Directors because the execution of global strategies for sustainable growth involves the consideration of local laws and regulations, cultures, and customs of each country/region, as well as various risks.
Sustainability / ESG	The 10 material issues of the Daio Group have a significant impact on the business and sustainable growth of the Company. Experience and knowledge in this field are important for Directors because they need to vigorously promote management that integrates these material issues into their business strategies as their core.
IT/DX	In the era of VUCA, it is difficult to predict risks. Experience and knowledge in this field are important for Directors because the Company believes that flexible activities that incorporate IT into business for its effective use contribute significantly to the Daio Group’s survival and sustainable growth.

### Composition of the Board of Directors (as of July 1, 2024)



### Our View on the Diversity of the Board of Directors

- Across its diverse business operations, the Company aims to achieve a balanced and diverse Board of Directors. This balance will be achieved by selecting individuals who excel in the Daio Group’s operational areas and those adept at business management. The goal is to ensure that the Board, as a whole, possesses a well-rounded mix of knowledge, experience, and skills that align with the Daio Group’s various business sectors. The Company also aims to raise women representation among officers from the perspective of women’s advancement.
- In view of the importance of the functions of Outside Directors in corporate governance, the Company intends to maintain the ratio of Independent Outside Directors at or above one-third of the Board of Directors.

## Effective Evaluation of the Board of Directors

The Board of Directors conducts evaluation of its effectiveness to regularly examine whether it is properly functioning and to continuously implement measures to address any identified issues.

### ● Implementation Details

#### Persons subject to evaluation:

All 12 Directors and all five Audit & Supervisory Board Members incumbent at the end of FY2023

#### Evaluation method:

- (1) An external agency is commissioned to conduct an anonymous self-evaluation questionnaire for subjects.
- (2) The questionnaire results are tallied and analyzed by the external agency.
- (3) The Board of Directors analyzes and evaluates effectiveness based on the results tallied and analyzed by the external agency.

#### Evaluation items (10 items in total):

Vision, composition, operation, discussions, monitoring function, support system for Directors and Audit & Supervisory Board Members, training, dialogue with shareholders (investors), Directors' self-initiated execution of business, and operation of the Nomination Committee and the Remuneration Committee

### ● Issues Identified in the FY2023 Board of Directors' Effectiveness Evaluation

- Continued discussions of various issues related to

sustainability, IT, DX, etc.

- Provision of opportunities to acquire knowledge as needed to deepen discussions

### ● Actions Taken and Progress in FY2023

Recognizing sustainability as an important management issue, the Company upgraded the Sustainability Promotion Department to the Sustainability Promotion Division in June 2023. The Sustainability Committee regularly reports its operations to the Board of Directors to contribute to its ongoing discussion on measures to realize decarbonization and carbon neutrality.

### ● Issues Identified in the FY2024 Board of Directors' Effectiveness Evaluation

- Formulation of a succession plan
- Allocation of management resources, including investment in human capital
- Revision of incentive compensation of Directors

### ● Future Action Plan

Recognizing human resource development as a critical foundation for achieving its Long-Term Vision, the Board of Directors will continue to discuss successor development, the development of global human resources and human resources in new business areas, and the creation of an organizational culture and systems that support employees in tackling challenges, in order to increase the effectiveness of human capital management.

## Measures to Enhance the Effectiveness of the Board of Directors

To promote substantial, productive discussions at the Board of Directors' meetings and to enhance the effectiveness of the Board of Directors, we will continue

to implement the measures indicated below, including providing information that will help Outside Officers deepen their understanding of our operations.

Measures	Frequency	Details
Holding briefing sessions for Outside Officers before the Board of Directors' meetings	Once a month	We hold a briefing session for Outside Officers before the monthly meeting of the Board of Directors so that they can deepen their understanding of the discussion points, background, purposes, etc. of the proposals to be presented at the meeting. By so doing, we strive to secure time for substantial discussions at the meeting.
Distributing materials for the Board of Directors' meetings in advance and utilizing briefing materials	Once a month	We distribute the relevant materials before each meeting of the Board of Directors and also utilize briefing materials that outline the key points, background, objectives, risk countermeasures, etc. of the proposals to be presented at the meeting. By so doing, we strive to ensure that the points of the proposals are understood clearly.
Ensuring that our Officers perform site inspections	A few times a year	We ensure that our Officers conduct periodic inspections at our mills and other facilities to enhance their understanding of our operations.
Holding information-exchange sessions between Outside Directors and Audit & Supervisory Board Members	Twice a year	We hold information-exchange sessions between our Outside Directors and Audit & Supervisory Board Members twice a year to ensure still closer cooperation between them.
Providing a wide variety of information for Outside Officers	At appropriate times	We share materials and minutes of meetings of the Management Meeting and other internal meetings, such as meetings of various committees, with Outside Officers, thereby striving to help them understand the background to examination of the matters. We also share a wide variety of industrial reports, information on our IR efforts, etc. with our Outside Officers, with the aim of helping them deepen their understanding of industrial trends and our operations.

## Voluntary Committees

### ● Nomination Committee

The Nomination Committee is established as an advisory body to the Board of Directors to enhance objectivity and transparency in the nomination of candidates for Directors, etc. and the appointment and dismissal of Directors, etc. It is chaired by an Independent Outside Director, and Independent Outside Directors constitute the majority of its members. Outside Audit & Supervisory Board Members attend as observers.

The Nomination Committee receives inquiries from the Board of Directors regarding the nomination, appointment, and dismissal of candidates for Directors and Executive Officers of a Managing Executive Officer position or higher. It reports back on the inquiries in accordance with the nomination policy set out in our Corporate Governance Basic Policy.

### ● Remuneration Committee

The Remuneration Committee is established as an advisory body to the Board of Directors to ensure the objectivity and transparency of decisions on the remuneration of Directors, etc. It is chaired by an Independent Outside Director, and Independent Outside Directors constitute the majority of its members. Outside Audit & Supervisory Board Members attend as observers with the aim of further enhancing the objectivity and transparency of the processes to decide the remuneration of Officers.

The Remuneration Committee receives and reports back on inquiries from the Board of Directors regarding the policy, etc. on deciding the remuneration of our full-time Directors and Executive Officers of a Managing Executive Officer position or higher.

The Committee also decides on the evaluation and the amount of remuneration of each of these officers in accordance with the remuneration decision policy resolved by the Board of Directors.

### ● Sustainability Committee

The Sustainability Committee is established for the purpose of formulating the sustainability strategy (a sustainable corporate strategy that integrates environmental, social, and governance concerns) for the entire Daio Group in order to enhance its social value through the resolution of social issues, and also to enhance its corporate value. The Sustainability Committee decides material issues related to sustainability and determines the targets, commitments, and initiatives for such material issues. The Committee has also established eight working groups that are aligned with sustainability trends and material issues: (1) global warming, (2) GHG emissions reduction from logistics, (3) environmental load reduction, (4) SDG-based procurement promotion, (5) response to TCFD,

(6) forests and biodiversity, (7) value co-creation, and (8) ESG information disclosure enhancement. Each working group has specific initiatives and key performance indicators, and is working toward the goals through deliberation of various measures and progress checks.

### ● Risk and Compliance Committee

The Risk and Compliance Committee is established for the purpose of further strengthening the Daio Group's risk management and compliance systems. The Committee comprehensively identifies and assesses risks, implements unified management of risk control measures, and deliberates on those risk control measures in accordance with the severity of the risks. Through these actions, it works to reduce risks in the business activities of the Daio Group.

### ● Diversity Committee

The Diversity Committee is established to realize diversity across the entire Daio Group and to enhance the Group's corporate value, through initiatives to facilitate an inclusive work environment that enables flexible working styles and is accommodating to individuals regardless of gender, age, nationality, disability, form of employment, or other factors. The Diversity Committee formulates the basic policy for promoting diversity, material issues, measures to promote diversity, and workstyle reform for the entire Daio Group, and it works to implement the measures through reporting to the Board of Directors, distribution of messages from top management, and inputs to officers, managers, and employees.

### ● Investment and Loan Committee

The Investment and Loan Committee is established to deliberate on the appropriateness of important investment and loan projects of the Daio Group based on the feasibility and cost of capital of their plans to increase their investment return.

The Investment and Loan Committee determines the priority among investment and loan projects based on a finance perspective that considers the cost of capital in accordance with the medium- to long-term management policy, while evaluating the feasibility of investment and loan plans and reporting the evaluation results to the Management Meeting and the Board of Directors. The Committee also regularly evaluates investment returns after the execution of investment or loans and develops improvement measures or amends investment and loan plans as necessary. In addition, the Committee establishes and revises withdrawal criteria for existing projects and deliberates on the restructuring or withdrawal of any projects that have satisfied the criteria.

## Remuneration of Officers

### Basic Policy on Remuneration of Directors

The appropriate remuneration levels of Directors are determined based on various elements, including the business environment, performance, and consistency with employee compensation. The remuneration system aims to effectively attract outstanding individuals and motivate Directors to improve their business performance, ultimately leading to an increase in our corporate value.

### Overview of the Remuneration System for Officers

#### ● Composition of Remuneration of Officers

The remuneration for our Officers is composed of basic compensation, which comprises fixed remuneration, bonuses, which are tied to business results, and stock-based compensation. The types of remuneration paid to Directors, Audit & Supervisory Board Members, and Outside Officers are as follows.

Officer category	Basic compensation	Bonuses	Stock-based compensation
Directors (excluding Outside Directors)	○	○	○
Outside Directors	○	–	–
Upper limit	500 million yen per year <sup>*1</sup>		88 million yen per year <sup>*2</sup>
Audit & Supervisory Board Members (including Outside Audit & Supervisory Board Members)	○	–	–
Upper limit	65 million yen per year <sup>*3</sup>	–	–

\*1 Resolution of the General Meeting of Shareholders held on June 29, 2021

\*2 Resolution of the General Meeting of Shareholders held on June 27, 2019

\*3 Resolution of the General Meeting of Shareholders held on June 29, 2016

#### ● Basic Compensation for Directors

Full-time Directors receive a fixed amount specified by position in the Regulations on Remuneration of Officers. Representative Directors receive an additional fixed amount. The remuneration for Outside Directors comprises only basic compensation. The amount paid to each Outside Director is based on the status of their membership of committees of the Company.

#### ● Performance-linked Remuneration (Bonuses)

In order to boost motivation for annual performance targets, bonuses are paid in accordance with a consolidated performance indicator. The amount of consolidated ordinary profit, which is an objective performance measurement indicator, is used as the

performance indicator. The base amount of a bonus for a Director of the base position (“base bonus amount”) is calculated by multiplying the amount of consolidated ordinary profit for the previous fiscal year by a certain percentage specified in the Regulations on Remuneration of Officers. The amount to be paid to each individual is calculated by multiplying the base bonus amount by a percentage determined by position and a percentage determined by the performance evaluation rank of each individual. No bonuses are paid if a consolidated ordinary loss is recorded in the previous fiscal year.

#### ● Stock-based Compensation

The purpose of stock-based compensation is to directly link the remuneration of Directors to our stock value. This aligns the Directors’ interests with our shareholders by involving them in the profits and risks associated with fluctuations in the stock price, thereby raising their motivation to contribute to medium to long-term improvements in business performance and corporate value. In this stock-based compensation system, we have created a trust by contributing some cash, and the trust acquires shares of Daio. Through the trust, each full-time Director will receive a number of shares equivalent to the number of points allocated to them.

#### ● Policy on Deciding Percentages for Basic Compensation, Bonuses, and Non-monetary Compensation

To serve as an incentive for improving business performance and corporate value, bonuses are decided in correlation with the amount of consolidated ordinary profit. This design ensures that the proportion of bonuses increases with improved performance.

#### Percentages if the target consolidated ordinary profit is achieved (FY2024)

(\* The figures may differ slightly depending on the position.)

Monthly salary	Bonuses	Stock-based
80%	5%	15%

#### ● Policy for Determining Remuneration of Individual Directors

Targets pertaining to bonuses are determined after they are deliberated by the Remuneration Committee, and evaluation is determined after individual interviews with each Director conducted by Remuneration Committee members and deliberations by the Committee.

Remuneration levels and the design of the remuneration system are determined based on comparison with highly similar companies mainly in term of the number of employees, and also in reference to objective remuneration data issued by external expert organizations, government agencies, etc.

### Amount of Remuneration of Officers Paid in FY2023

(Million yen)

Officer category	Number of officers	Total amount of remuneration	Remuneration category			
			Basic compensation	Bonuses	Stock-based compensation	
Directors	Internal Directors	8	222	186	0	36
	Outside Directors	4	42	42	–	–
	Total	12	264	228	0	36
Audit & Supervisory Board Members	Full-time Audit & Supervisory Board Members	2	37	37	–	–
	Outside Audit & Supervisory Board Members	3	27	27	–	–
	Total	5	64	64	–	–

## Cross-shareholdings

### Policy on Cross-shareholdings

The Company believes that cooperative relationships with various companies are necessary for the Company to achieve business leaps forward, and expansion and sustainable growth, and holds the shares of its business partners as cross-shareholdings if it determines that they will contribute to the medium- to long-term enhancement of its corporate value. At the same time, the reasonableness and necessity of such cross-shareholdings is regularly examined by the Board of Directors in May every year from a medium- to long-term perspective, based on the cost of capital (WACC) and the return on assets (ROA). If the Company determines that cross-shareholdings are inappropriate, it will proceed to reduce them through dialogue and negotiations with the relevant business partners.

### Status of Cross-shareholdings

The ratio of shares held not solely for investment purposes to consolidated net assets for FY2023 is 5.4%.

### Voting Standards for Cross-shareholdings

In exercising its voting rights pertaining to cross-shareholdings, the Company determines, based on its comprehensive judgment, whether to vote for or against each proposal by closely examining the details of the proposal, its impact on the financial soundness of the issuer, and whether the proposal is expected to contribute to the medium- to long-term enhancement of corporate value and shareholder value of the issuer.

(Million yen)

	Number of stocks	Shareholding amount	Consolidated net assets	Ratio to net assets
End of FY2019	79	16,606	209,536	7.9%
End of FY2020	73	16,865	246,788	6.8%
End of FY2021	72	14,103	266,704	5.3%
End of FY2022	63	12,746	244,670	5.2%
End of FY2023	58	14,040	259,831	5.4%

IR Activities

● Policy for IR Activities

In the Daio Group, we follow our corporate motto “Passion with Sincerity,” and focus on making timely, appropriate, and fair information disclosure to our stakeholders, including shareholders, investors, and analysts, and promoting sincere and proactive dialogue

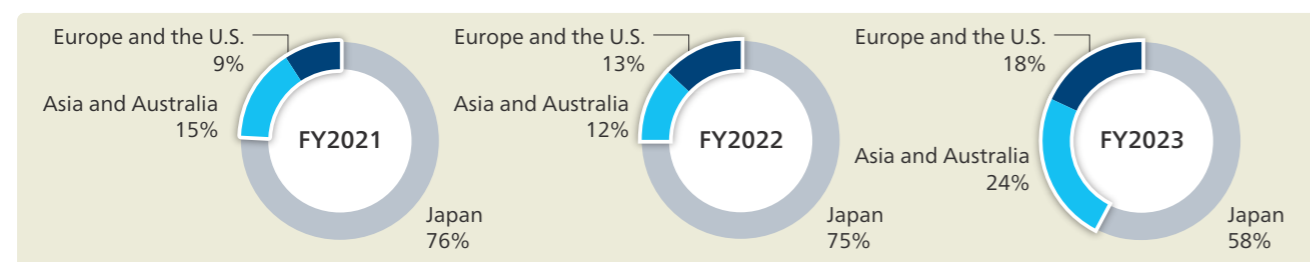
with them. We will continue to make efforts to explain the Daio Group’s management policy and growth strategies clearly and make sure to share opinions received with management (including Outside Directors) and reflect them appropriately in our corporate activities.

● Major IR Activities and IR Structure

Details of the dialogue are promptly reported to the management team after each event.

	FY2021	FY2022	FY2023	Major persons in charge (FY2023)
One-on-one meetings with institutional investors	77	91	101	General Manager and Manager in charge of IR
Earnings and strategy briefing for analysts and institutional investors	6	5	5	President and Officer in charge of finance
Overseas IR events	1	2	2	President
Events for institutional investors (mill tours, etc.)	0	3	1	General Manager and Manager in charge of IR
Events for individual investors	1	2	2	General Manager in charge of IR

One-on-one Meetings: Breakdown by Region



Dialogue with foreign institutional investors at one-on-one meetings has increased.

● Main Themes and Matters of Interest in Dialogue in FY2023

- The trend of price revisions of each product and industry trends
- Performance results and strategies for growth businesses of H&PC domestic business and overseas business
- Progress of the Medium-Term Business Plan and new businesses
- Management mindful of cost of capital and stock prices and shareholder return policy
- Information disclosed by the Company (including financial and non-financial information)

● IR Calendar (FY2023)

	April	May	June	July	August	September	October	November	December	January	February	March
Financial results announcement and strategy briefings	▶ Fiscal year-end		▶ First quarter			▶ Second quarter			▶ Third quarter			
IR Activities	▶ General Meeting of Shareholders						▶ Interim Report					
	▶ Events for individual investors			▶ Events for institutional investors			▶ Events for institutional investors			▶ Overseas IR events		



Financial results announcement and strategy briefing



Web-based briefing for individual investors

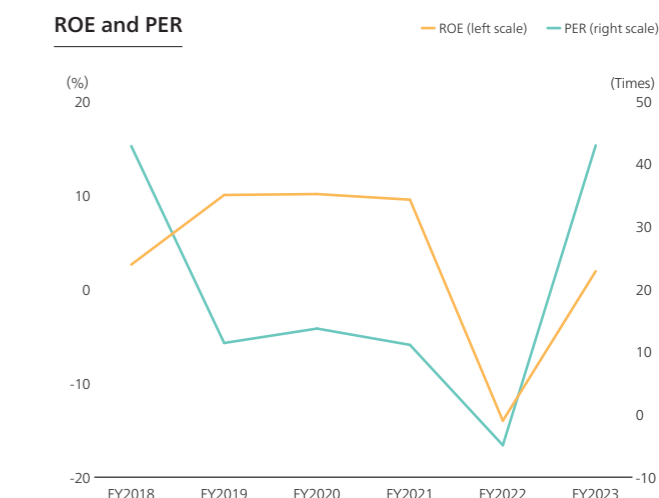
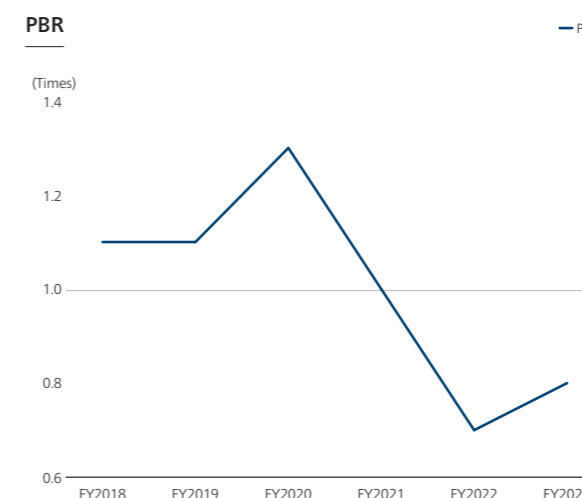
Please check the website below for IR materials.  
<https://www.daio-paper.co.jp/en/ir/>

Action to Implement Management That is Mindful of Cost of Capital and Stock Price

● Current situation

The Company’s PBR remained above 1x until FY2021 due to its unique business portfolio that bridges consumer products in the chemical sector with its roots in the pulp and paper industry, and high expectations for its growth strategies, while its financial results were also improving.

Since FY2022, the Company’s PBR has remained below 1x as the Company’s financial results and stock price have remained weak as a result of a decline in profitability of the Home and Personal Care (H&PC) Business, which is the Company’s growth engine.



\* Estimated figures based on internal management data

● Cost of Capital and Return on Capital

The Company estimates its cost of equity to be around 5 to 6% (using the CAPM) compared to its ROE of 1.9% for FY2023. The Company also estimates its weighted-average cost of capital (WACC) to be around 2 to 3% compared to its ROIC of 1.3% for FY2023.

In view of the current situation of the Company and its future business environment, the Company aims to achieve early recovery of its ROE to around 10%, which is approximately the level of the 3rd MTBP.

● Response Plan toward Recovery with a PBR over 1x

The Company plans to achieve recovery to the previous level of a PBR of over 1x by improving profitability through efforts on the themes shown to the right based on the Daio Group’s growth strategies. By focusing on the reconstruction of its business foundation over the three years of the 5th MTBP, the Company will promote its business activities to realize its Long-Term Vision, “Daio Group Transformation 2035.”

Improvement indicators	Themes to work on	Main response measures	
PBR	ROI-C-based management	Business portfolio optimization	Shifting from the Paper and Paperboard Business to the H&PC Business
		Improve the profit margin and strengthen cash flow generation capabilities	Improving the profitability of the H&PC Business
		Investment for sustainable growth	Capital investment and M&A investment to increase competitiveness
		Improve asset efficiency	Investment in R&D and human capital
PER	Strengthen IR and SR activities (Foster expectations for future growth)	Promoting constructive dialogue with shareholders and investors	
		Feedback of dialogue content to management	



# Directors, Audit & Supervisory Board Members and Executive Officers

(as of July 1, 2024)

Directors		FY2023 attendance			FY2023 attendance				
		Board of Directors <sup>1</sup>	Sustainability Committee <sup>2</sup>	Diversity Committee <sup>2</sup>	Board of Directors <sup>1</sup>	Sustainability Committee <sup>2</sup>	Diversity Committee <sup>2</sup>		
	<b>Yorifusa Wakabayashi</b> President and Representative Director Chief Executive Officer	15/15 meetings	3/3 meetings	6/6 meetings		<b>Hiroyuki Fujita</b> Director Managing Executive Officer	11/12 meetings	2/3 meetings	3/5 meetings
	<b>Hiroshi Yamasaki</b> Executive Vice President and Representative Director Executive Vice President	15/15 meetings	6/6 meetings	5/6 meetings		<b>Toshikatsu Tanahashi</b> Director Managing Executive Officer	12/12 meetings	3/3 meetings	5/5 meetings
	<b>Atsushi Ishida</b> Director Managing Executive Officer	15/15 meetings	3/3 meetings	6/6 meetings		<b>Shuhei Shinagawa</b> Director Managing Executive Officer	12/12 meetings	5/6 meetings	4/5 meetings

1. The denominator (the total number of meetings to be attended) varies depending on when each Director took office.

2. The denominator is not a constant because the member composition was changed during FY2023. Meetings are excluded from calculation if each Director is not expected to attend.

Outside Directors	FY2023 attendance at board meetings	Reasons for Appointment	
	<b>Naosuke Oda</b> Appointed in 2022	14/15 meetings	The Company expects that by leveraging his wealth of experience and extensive insight gained through his career as a representative director and president and in other executive positions of other companies, he will provide advice and make proposals from an independent standpoint, thus contributing to enhancing the Company's corporate value.
	<b>Yoichi Takei</b> Appointed in 2020	15/15 meetings	The Company expects that by leveraging his expertise as an attorney and his high perspective and extensive experience gained through his career as an officer of other companies, he will provide advice and make proposals from an independent standpoint, thus contributing to enhancing the Company's corporate value.
	<b>Makoto Horie</b> Appointed in 2024	—	The Company expects that by leveraging his wealth of experience and expertise related to corporate management, including experience in global businesses, gained through his career as a representative director and resident and in other executive positions of other companies, he will provide advice and make proposals from an independent standpoint, thus contributing to enhancing the Company's corporate value.
	<b>Takako Masai</b> Appointed in 2024	—	The Company expects that by leveraging her wealth of experience, advanced expertise, and extensive insight gained through her career of holding key senior positions in the financial industry, such as at foreign-affiliated banks, a Japanese bank, and The Bank of Japan, she will provide advice and make proposals from an independent standpoint, thus contributing to enhancing the Company's corporate value.

Audit & Supervisory Board Members	FY2023 attendance at board meetings	Reasons for Appointment	
	<b>Yukihiro Tanaka</b> Audit & Supervisory Board Member Appointed in 2024	15/15 meetings	The Company has judged that he will execute effective audits, considering that he has a wealth of experience and expertise in each business area of the sales and administrative divisions at the Company and the Group companies.
	<b>Yoichiro Yamakawa</b> Outside Audit & Supervisory Board Member Appointed in 2008	14/15 meetings	The Company has judged that he will appropriately execute his duties as Outside Audit & Supervisory Board Member from an independent standpoint by leveraging his expertise as an attorney and his wealth of experience gained through his career as an officer of other companies.
	<b>Kyoko Okada</b> Outside Audit & Supervisory Board Member Appointed in 2020	15/15 meetings	The Company has judged that she will appropriately execute her duties as Outside Audit & Supervisory Board Member from an independent standpoint by leveraging her extensive expertise on CSR and corporate culture and her wealth of experience gained through her career as an officer of other companies.
	<b>Yoshikuni Noguchi</b> Outside Audit & Supervisory Board Member Appointed in 2024	—	The Company has judged that he will appropriately execute his duties as Outside Audit & Supervisory Board Member from an independent standpoint by leveraging his experience as a partner of an audit corporation and his advanced expertise in finance and accounting.

Executive Officers		
Managing Executive Officers	<b>Hiroyuki Shidara</b>	Chairman and Director of Santher-Fábrica de Papel Santa Therezinha S.A.
	<b>Toshiki Yamagami</b>	President and Representative Director of Elleair International Turkey Kişisel Bakım Ürünleri Üretim A.Ş.
	<b>Hiroshi Mizobuchi</b>	General Manager of Product Development Division, Home & Personal Care Unit; Responsible for the Global Marketing Division, Home & Personal Care Unit
	<b>Takahisa Kashiwabara</b>	President and Representative Director of Elleair International China (Nantong) Co., Ltd.
Senior Executive Officers	<b>Mitsuru Ogawa</b>	General Manager of Human & Family Care Sales Division, Domestic Business Group, Home & Personal Care Unit
	<b>Shuji Ozaki</b>	General Manager of Production Division, Production Unit; General Manager of Mishima Mill
	<b>Michihiko Tamaki</b>	General Manager of Advanced Materials R&D Center, Production Division, Production Unit
	<b>Makoto Saito</b>	General Manager of Overseas Business Group, Home & Personal Care Unit; General Manager of Overseas Business Promotion Division, Overseas Business Group, Home & Personal Care Unit
Executive Officers	<b>Yukio Kume</b>	Executive Vice President and Director of Elleair International China (Nantong) Co., Ltd.
	<b>Mikuro Shiramine</b>	General Manager of Resource Purchase Division
	<b>Junichi Ikawa</b>	Deputy General Manager of Sustainability Promotion Division, Corporate Unit
	<b>Akihisa Yano</b>	Acting Manager of Mishima Mill, Production Division, Production Unit (Responsible for Utility Unit)
	<b>Masahiko Takeshima</b>	President and Representative Director of Elleair International (Thailand) Co., Ltd.
	<b>Yoshitsugu Fujii</b>	General Manager of Newsprint Sales Division, Paper & Paperboard Business Group, Paper & Paperboard Unit
	<b>Akio Nagaoka</b>	President and Representative Director of Daio Package Corporation
	<b>Akihisa Masuda</b>	General Manager of Shikoku Operation Department, Production Division, Production Unit
	<b>Takeshi Kojima</b>	General Manager of Personnel Division, Corporate Unit
	<b>Kazuyoshi Tagami</b>	General Manager of Global Logistics Division
<b>Hiroaki Tasaka</b>	General Manager of Kani Mill, Production Division, Production Unit	
<b>Noriyo Tanabe</b>	General Manager of Diversity Promotion Department, Personnel Division, Corporate Unit	