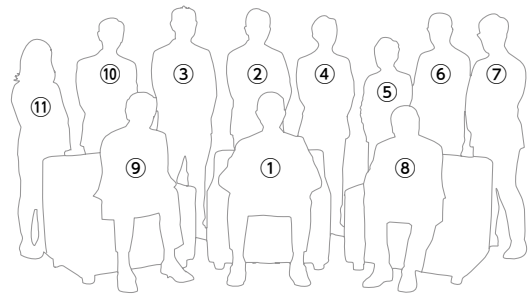
Board of Directors





① **Hirokazu Ogino**
Representative Director,
President and Chief Executive Officer

② **Eiichi Tanaka**
Corporate Director,
Executive Vice President,
Chief Operating Officer,
General Manager of Domestic Business Headquarters

③ **Yasuhiro Yoshitake**
Corporate Director,
Executive Operating Officer,
Chief Strategy Officer
In charge of International Business Foundation and Global Business Strategy

④ **Kazuhiro Kato**
Corporate Director,
Senior Operating Officer,
Chief Administrative Officer,
General Manager of Corporate Administration Operations,
Chief Compliance Officer

⑤ **Sumie Morita**
Outside Director

⑥ **Danny Risberg**
Outside Director

⑦ **Mamoru Morita**
Outside Director

⑧ **Takayoshi Mimura**
Outside Director

⑨ **Fumio Izumida**
Corporate Director,
Full-time Audit & Supervisory Committee Member

⑩ **Kazuo Shimizu**
Outside Director,
Audit & Supervisory Committee Member

⑪ **Ikumi Sato**
Outside Director,
Audit & Supervisory Committee Member

Board of Directors



Hirokazu Ogino

Representative Director
President and Chief Executive Officer

Served as Director for 14 years
Attendance at Board Meetings 17/17 (100%)

Date of birth: May 28, 1970
Apr. 1995 Joined the Company
Apr. 2007 President of Nihon Kohden Europe GmbH
Apr. 2011 General Manager of Marketing Strategy Department
Jun. 2011 Operating Officer
Jun. 2012 Corporate Director
Apr. 2013 General Manager of International Operations
Jun. 2013 Senior Operating Officer
Oct. 2013 CEO of Nihon Kohden America, Inc.
Jun. 2015 Representative Director, President and COO
Jun. 2017 Representative Director, President and Chief Executive Officer (current position)



Eiichi Tanaka

Corporate Director
Executive Vice President,
Chief Operating Officer,
General Manager of Domestic Business Headquarters

Served as Director for 9 years
Attendance at Board Meetings 17/17 (100%)

Date of birth: July 15, 1962
Apr. 1985 Joined the Company
Apr. 2002 General Manager of Marketing & Business Development Department
Oct. 2003 President of Nihon Kohden America, Inc.
Apr. 2008 General Manager of General Affairs and Human Resources Department
Jun. 2008 Operating Officer
Apr. 2011 General Manager of Accessories & Consumables Business Operations
Apr. 2013 Corporate Director & Senior Operating Officer of Nihon Kohden Tomioka Corporation
Apr. 2014 President of Nihon Kohden Tomioka Corporation
Apr. 2017 General Manager of Import Business Operations
Jun. 2017 Corporate Director (current position)
Apr. 2019 General Manager of Corporate Strategy Division
Apr. 2020 General Manager of US Operations
Apr. 2022 Senior Operating Officer
Jan. 2024 President of Nihon Kohden North America, Inc.
Apr. 2024 Chief Regional Officer - North America, General Manager of North America Business Operations
Apr. 2025 Executive Operating Officer, Chief Operating Officer
Apr. 2026 Executive Vice President, General Manager of Domestic Business Headquarters (current position)



Yasuhiro Yoshitake

Corporate Director
Executive Operating Officer,
Chief Strategy Officer,
In charge of International Business Foundation and Global Business Strategy

Served as Director for 9 years
Attendance at Board Meetings 16/17 (94%)

Date of birth: March 20, 1966
Apr. 1988 Joined the Company
Oct. 2003 President of Nihon Kohden Europe GmbH
Apr. 2007 General Manager of Sales Promotion Division, International Operations
Apr. 2008 Managing Director of Nihon Kohden Trading (Shanghai) Co., Ltd.
Apr. 2011 General Manager of China Operations
Jun. 2011 Operating Officer
Apr. 2013 General Manager of Asia and Middle East Operations
Apr. 2015 General Manager of International Business Operations
Jun. 2017 Corporate Director (current position)
Feb. 2019 President and CEO of Nihon Kohden America, Inc.
Apr. 2022 Senior Operating Officer
Apr. 2024 Chief Regional Officer - International
Apr. 2025 Executive Operating Officer, Chief Strategy Officer (current position)



Kazuhiro Kato

Corporate Director
Senior Operating Officer,
Chief Administrative Officer,
General Manager of Corporate Administration Operations,
Chief Compliance Officer

Served as Director for 1 year
Attendance at Board Meetings 12/12 (100%)

Date of birth: November 26, 1965
Apr. 1989 Joined Saitama Bank, Ltd.
Apr. 2019 Operating Officer, in charge of Internal Audit, Saitama Resona Bank, Limited
Apr. 2021 Senior Operating Officer, in charge of Internal Audit, Saitama Resona Bank, Limited
Apr. 2022 Corporate Director (serving as an Audit & Supervisory Committee Member) of Saitama Resona Bank, Limited
Mar. 2024 Retired as Corporate Director (serving as an Audit & Supervisory Committee Member) of Saitama Resona Bank, Limited
Apr. 2024 Joined the Company
In charge of Internal Auditing Department
Apr. 2025 Senior Operating Officer, Chief Administrative Officer, General Manager of Corporate Administration Operations, Chief Compliance Officer (current position)
Jun. 2025 Corporate Director (current position)

Board of Directors



Sumie Morita

Outside Director | Independent Director

Served as Director for 2 years
Attendance at Board Meetings 17/17 (100%)

Date of birth: May 8, 1960

Apr. 1983	Joined Fujitsu Limited
Jul. 2005	Project Manager of SEI CMMI L3 Certification Project Promotion Department, Communications Division, Fujitsu Limited
Sep.2006	General Manager of Next Generation Network BT21CN Project Promotion Department, Fujitsu Limited
Oct. 2008	Project General Manager of Network Product Global Product Planning Department, Fujitsu Limited
Oct. 2010	General Manager of Department of Network Product Software Development for Transmission Device for North America, Fujitsu Limited
Apr. 2014	Chief Research Officer of Manufacturing Technology Laboratory of Fujitsu Laboratories Ltd.
Nov. 2015	Chief Research Officer of Software Research Laboratory of Fujitsu Laboratories Ltd. Senior Director of Common Software Technology Department, Fujitsu Limited
Jan. 2018	Joined Fujitsu General Limited, Chief Manager of Air Conditioning System Development Department
Apr. 2019	Corporate Executive of Fujitsu General Limited (in charge of Air Conditioning System Development)
Apr. 2022	Professor at Department of Information and Computer Science, Faculty of Systems Science and Technology, Akita Prefectural University (current position)
Mar. 2023	Outside Director of Sumitomo Heavy Industries, Ltd. (current position)
Jun. 2024	Outside Director of the Company (current position)
Jun. 2025	Outside Director of Bunka Shutter Co., Ltd. (current position)



Danny Risberg

Outside Director | Independent Director

Served as Director for 2 years
Attendance at Board Meetings 17/17 (100%)

Date of birth: November 20, 1962

Jul. 1995	Established Suruga Inc.
Aug. 1996	Established Metran America Inc.
Jul. 1999	Joined Respironics Inc., as Director APAC responsible for overseeing Asia-Pacific and International Division
Apr. 2005	Joined Fuji Respironics Co., Ltd., President and CEO, with responsibility for overseeing Asia-Pacific and International Division
May 2009	Executive Officer of the Healthcare Business Division and COO of Philips Electronics Japan, Ltd.
Jan. 2010	President and CEO, Chairman and CEO of Philips Electronics Japan, Ltd.
Apr. 2010	Chairman of Medical Devices and IVD Committee at the European Business Council in Japan
Jun. 2010	Director of Japan Medical Imaging and Radiological Systems Industries Association
Jun. 2012	Vice Chairman of Japan Medical Imaging and Radiological Systems Industries Association
Feb. 2014	Chairman of the European Business Council in Japan
Mar. 2017	Chairman and Director of Philips Electronics Japan, Ltd.
Mar. 2018	Retired as Chairman and Director of Philips Japan, Ltd.
May 2018	Deputy Co-Chair of EU-Japan Business Round Table
Sep.2018	President and Representative Director of Baxter Limited
Oct. 2018	Director of American Medical Devices and Diagnostics Manufacturers' Association
Dec.2022	Retired as President and Representative Director of Baxter Limited
Jun. 2024	Outside Director of the Company (current position)



Mamoru Morita

Outside Director | Independent Director

Served as Director for 1 year
Attendance at Board Meetings 12/12 (100%)

Date of birth: April 12, 1959

Apr. 1983	Joined Hitachi, Ltd.
Apr. 2015	General Manager of Strategy Planning Division of Hitachi, Ltd.
Apr. 2016	Vice President and Executive Officer, General Manager of Strategy Planning Division of Hitachi, Ltd.
Apr. 2020	Senior Vice President and Executive Officer, CSO, General Manager of Strategy Planning Division, General Manager of Future Investment Division of Hitachi, Ltd.
Apr. 2022	Senior Vice President and Executive Officer, CSO, General Manager of Strategy Planning Division of Hitachi, Ltd.
Apr. 2024	Executive Advisor of Hitachi, Ltd.
Apr. 2025	Strategic Expert, Nuclear Energy Business Unit of Hitachi, Ltd.
Jun. 2025	Outside Director of the Company (current position)
Aug. 2025	Corporate Director, Managing Partner of Shinka Tech Partners Co., Ltd. (current position)
Oct. 2025	Senior Advisor of McKinsey & Company Japan (current position)
Nov. 2025	Advisor of Sojitz Corporation (current position)



Takayoshi Mimura

New | Outside Director | Independent Director

Date of birth: June 18, 1953

Apr. 1977	Joined Terumo Corporation
Jun. 2002	Executive Officer of Terumo Corporation
Jun. 2003	Director and Executive Officer of Terumo Corporation
Jun. 2004	Director and Senior Executive Officer of Terumo Corporation
Jun. 2007	Director and Managing Executive Officer of Terumo Corporation
Apr. 2008	Director and Managing Executive Officer of Terumo Corporation, Group President of General Hospital Business Group, responsible for Domestic Sales Dept. of Terumo Corporation
Jun. 2009	Director and Managing Executive Officer of Terumo Corporation, Regional Representative for China and Asia of Terumo Corporation
Apr. 2010	Director and Managing Executive Officer of Terumo Corporation, Chief Representative for China of Terumo Corporation
Jun. 2010	Director and Senior Managing Executive Officer of Terumo Corporation
Aug. 2011	President and CEO of Terumo (China) Holding CO., Ltd.
Apr. 2017	Chairman of the Board of Terumo Corporation
Jun. 2021	Chairman of The Japan Federation of Medical Devices Associations
Apr. 2022	Director and Advisor of Terumo Corporation
Jun. 2022	Advisor of Terumo Corporation Outside Director of AUTOBACS SEVEN CO., LTD. Member of the Board (Outside Director) of Mitsui Chemicals, Inc. (current position)
Jun. 2023	Member of the Board (Outside Director) of Niterra Co., Ltd. (current position)
Jun. 2026	Outside Director of the Company (current position)

Board of Directors



Fumio Izumida

New

Corporate Director (Full-time Audit & Supervisory Committee Member)

Date of birth: June 24, 1964

Apr. 1987	Joined the Company
Apr. 2011	President of Nihon Kohden America, Inc.
Apr. 2015	General Manager of International Support Department, Customer Service Operations
Apr. 2016	General Manager of Sales & Marketing Department, International Business Operations
Apr. 2017	President of Nihon Kohden Europe GmbH
Apr. 2022	Operating Officer, General Manager of Corporate Strategy Division
Apr. 2026	In charge of Internal Auditing
Jun. 2026	Corporate Director (Full-time Audit & Supervisory Committee Member) (current position)



Kazuo Shimizu

Outside Director | Independent Director

Audit & Supervisory Committee Member

Served as Director for 6 years
Attendance at Board Meetings 17/17 (100%)
Attendance at Audit & Supervisory Committee Meetings 19/19 (100%)

Date of birth: May 16, 1959

Apr. 1983	Joined Nippon Yusen Kabushiki Kaisha
Oct. 1989	Joined Asahi Audit Corporation (currently KPMG AZSA LLC)
Oct. 1992	Joined Shimizu Susumu Certified Tax Accountant Office
Mar. 1993	Registered as a certified public accountant
May 1994	Registered as a certified tax accountant
Jan. 2003	Joined Ernst & Young Shinnihon Tax (currently Ernst & Young Tax Co.)
Sep.2013	Joined Shimizu Accounting Office, Representative Partner of Ryoh-koh Audit Corporation (current position)
Jun. 2020	Outside Director (Audit & Supervisory Committee Member) of the Company (current position)



Ikumi Sato

Outside Director | Independent Director

Audit & Supervisory Committee Member

Served as Director for 2 years
Attendance at Board Meetings 17/17 (100%)
Attendance at Audit & Supervisory Committee Meetings 19/19 (100%)

Date of birth: December 25, 1963

Apr. 1990	Joined Aizawa Kenji Law Office, Registered as an attorney (Tokyo Bar Association)
Mar. 1992	Cancelled registration in Tokyo Bar Association for travel to the U.S.
Sep.1995	Joined Miki & Yoshida Law and Patent Office, Registered as an attorney, State of New York, USA, Re-registered as an attorney (Daini Tokyo Bar Association)
Jan. 2011	Joined Sanders & Dempsey L.L.P. (currently Squire Patton Boggs (US) L.L.P.) (Tokyo Office)
Mar. 2013	Joined Yabuki Law Offices
Apr. 2017	Deputy Chair of Daini Tokyo Bar Association
Apr. 2018	Executive Governor of Japan Federation of Bar Associations
Apr. 2019	Member of Information Disclosure and Personal Information Protection Commission, the Ministry of Internal Affairs and Communications (current position)
Jun. 2019	Director of Japan Aerobic Federation (current position) Outside Audit & Supervisory Board Member of DAI-DAN CO., LTD.
Jan. 2021	Joined Nozomi Sogo Attorneys at Law (current position)
Apr. 2021	Executive Governor of Japan Attorneys National Pension Fund Councilor to Asset Management Committee of National Pension Fund Association
Jun. 2021	Outside Director of DAI-DAN CO., LTD. (current position)
Jun. 2022	Outside Audit & Supervisory Board Member of TAIYO HOLDINGS CO., LTD.
Jun. 2024	Outside Director (Audit & Supervisory Committee Member) of TAIYO HOLDINGS CO., LTD. (current position) Outside Director (Audit & Supervisory Committee Member) of the Company (current position)

Board of Directors

Director Skills Matrix

The Board of Directors consists of eleven members including six independent outside directors with expertise. Directors utilize their knowledge, experience, and abilities to make decisions and supervise the business executions in order to realize the Long-term Vision and the Three-year Business Plan.
In addition to the expertise and experience of each director, all directors are engaged in management from the perspective of sustainability. The Company continues its efforts to further strengthen sustainability.

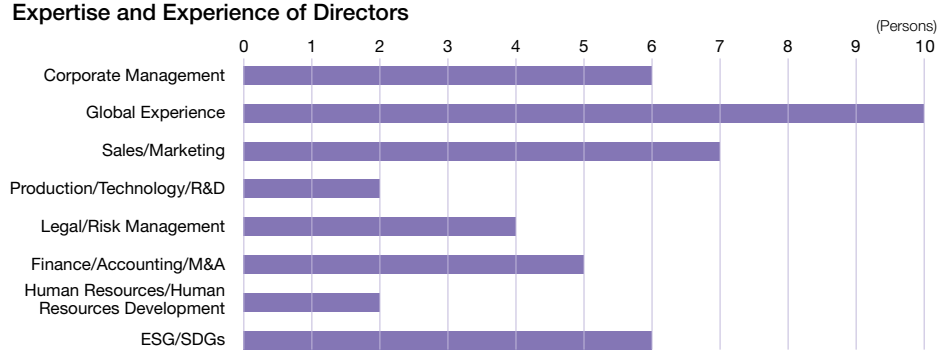
As of June 25, 2026

Name	Gender	Position		Age	Term of Office	Corporate Management	Global Experience	Sales/ Marketing	Production/ Technology/ R&D	Legal/Risk Management	Finance/ Accounting/ M&A	Human Resources/ Human Resources Development	ESG/ SDGs
Hirokazu Ogino	Male	Representative Director, President and Chief Executive Officer (CEO)		56	14 years	●	●	●			●		●
Eiichi Tanaka	Male	Corporate Director, Executive Vice President, Chief Operating Officer (COO)		63	9 years	●	●	●	●			●	
Yasuhiro Yoshitake	Male	Corporate Director, Executive Operating Officer, Chief Strategy Officer (CSO)		60	9 years	●	●	●					
Kazuhiro Kato	Male	Corporate Director, Senior Operating Officer, Chief Administrative Officer (CAO)		60	1 year		●	●		●	●		●
Sumie Morita	Female	Outside Director	Outside Director	66	2 years		●		●				●
Danny Risberg	Male	Outside Director	Outside Director	63	2 years	●	●	●					
Mamoru Morita	Male	Outside Director	Outside Director	67	1 year		●				●		●
Takayoshi Mimura	Male	Outside Director, Nomination & Remuneration Committee Member	Outside Director	73	—	●	●	●			●		
Fumio Izumida	Male	Corporate Director, Full-time Audit & Supervisory Committee Member		62	—	●	●	●		●			●
Kazuo Shimizu	Male	Outside Director, Audit & Supervisory Committee Member, Nomination & Remuneration Committee Member	Outside Director	67	6 years					●	●		
Ikumi Sato	Female	Outside Director, Audit & Supervisory Committee Member, Nomination & Remuneration Committee Member	Outside Director	62	2 years		●			●		●	●

Definition of Skills Matrix

Skills	Definition of Skills
Corporate Management	Experience as president or equivalent at other companies or group subsidiaries
Global Experience	Global business experience including overseas assignments
Sales/Marketing	Business experience and management experience in sales and marketing
Production/Technology/R&D	Business experience, management experience and possession of expertise in production, technology, and R&D
Legal/Risk Management	Business experience in legal and risk management, Attorney
Finance/Accounting/M&A	Business experience in finance, accounting, and M&A, Certified Public Accountant, CFO experience
Human Resources/Human Resources Development	Business experience, management experience, and possession of expertise in human resources and human resources development
ESG/SDGs	Business experience, management experience, and possession of expertise in sustainability including ESG and SDGs

Expertise and Experience of Directors



Messages from Outside Directors

The following are messages from the six outside directors and the overview of meetings of outside directors to exchange opinions.



Toward global value creation through a co-creative healthcare ecosystem

Sumie Morita

Outside Director
Professor at Department of Information and Computer Science,
Faculty of Systems Science and Technology,
Akita Prefectural University

We are now in the final year of the Three-year Business Plan, BEACON 2030 Phase II, as we work to realize our Long-term Vision, BEACON 2030, which aims to achieve an operating margin of 15% and an overseas sales ratio of 45%. I am encouraged to see the Company's global strategy steadily taking shape through initiatives such as the launch of Digital Health Solutions (DHS) products and the initiation of solution deployment at Nihon Kohden Advanced Technology Center, India. In addition, the Board of Directors has continued its discussions on improving capital efficiency with a focus on ROIC, and the Company has also strengthened its management foundation to enhance corporate value.
I believe that, in BEACON 2030 Phase III, the Company's next Three-year Business Plan, it will be important to further advance the development of a co-creative healthcare ecosystem that extends beyond the provision of products to accelerate the transformation of our business model through the use of data and AI. While envisioning future scenarios that address medical issues in each region around the world, I will support, in my supervisory role, the Company's transformation into a global high-value added company and contribute to the sustainable enhancement of corporate value.



Building resilience while delivering value

Danny Risberg

Outside Director

As I continue to serve on the Nihon Kohden's Board of Directors, my respect for our people, our mission, and the future we are building together grows deeper each year. Over the past two years, I have gained a greater appreciation for the dedication of our employees and their commitment to supporting customers and patients.
At a time when healthcare providers around the world face increasing financial, workforce, and operational challenges, Nihon Kohden's mission remains as relevant as ever. Through our products, services, and innovation, we help healthcare professionals deliver care when and where it matters most.
As a Board, we understand that trust must be earned every day. Governance, compliance, transparency, and integrity are the foundation of sustainable value creation and must remain at the center of how we operate. We are committed to earning and maintaining the trust of our shareholders and all stakeholders through responsible decision-making and consistent execution. Execution remains equally important. Through the continued advancement of the Company's BEACON 2030 vision, we are building on our strengths, preparing for future opportunities, and creating long-term value for patients, healthcare providers, shareholders, and society.
While challenges remain, Nihon Kohden's strong foundation, clear purpose, and dedicated people give me confidence in our future. By staying true to our values and working together, I believe we will continue to contribute to healthcare and achieve sustainable growth. It is a privilege to serve alongside my fellow directors, the management team, and all employees as we continue this journey with humility, determination, and confidence.

Messages from Outside Directors



Initiatives for global sustainable growth and corporate value

Mamoru Morita
Outside Director

It has been one year since I joined the Board of Directors. During that time, significant changes have taken place both in Japan and internationally. In Japan, healthcare providers have faced increasing pressure to control spending amid efforts to restrain healthcare costs. Internationally, geopolitical tensions and armed conflicts have intensified and the shift from free trade toward more regionalized economic blocs has become increasingly apparent. In the U.S., healthcare reforms have also significantly altered the market landscape.
Under these circumstances, Nihon Kohden continues to address global medical issues through the power of technology. I believe FY2025 has also been a year when each department made efforts to realize Nihon Kohden's founding conviction: "curing disease is something that transcends politics and national borders, and we will never have any regret putting all our energy into this goal." The Board of Directors has also overseen and supported management, drawing on its diverse perspectives and expertise to realize this conviction, enhance corporate value over the mid-to long-term, and achieve sustainable growth. Going forward, we continue striving to support Nihon Kohden's further growth and enhance corporate value in order to live up to the trust placed in us by all stakeholders.



Toward a new stage of growth

Takayoshi Mimura
Outside Director

I am honored to have been appointed as a member of the Board of Directors of Nihon Kohden. Today, the world is facing a crude oil supply crisis due to higher geopolitical risks, including the conflicts in the Middle East, prompting rapid changes in industrial structures. As a result, society has entered a state of uncertainty. Naturally, the medical device industry is also required to adopt perspectives and make judgments that differ from those of the past. However, even during the COVID-19 pandemic, there has never been such attention focused on maintaining a stable supply of medical devices. Precisely because we are in such an environment, we must build an even stronger governance structure than ever before while enhancing risk management. I myself have worked in the medical device industry for more than 40 years. Drawing on the knowledge I have gained over that time, I intend to provide oversight of management with the interests of all stakeholders in mind, thereby contributing to Nihon Kohden's new stage of growth.

Messages from Outside Directors



Solving medical issues through data and AI

Kazuo Shimizu

Outside Director (Audit & Supervisory Committee Member)
Representative Partner of Ryoh-koh Audit Corporation

FY2026 marks the final year of our Three-year Business Plan, BEACON 2030 Phase II. Nihon Kohden made strategic acquisitions, started operations at the Tsurugashima Production Center, and invested in integrated IT systems for manufacturing management. This fiscal year is a year of challenge in which we seek to translate these growth investments into improved profitability. While sales in North America are growing and the ratio of overseas sales is approaching 45%, risks such as a potential closure of the Strait of Hormuz and the continuing impact of armed conflicts have highlighted the urgent need to rebuild our supply chain. Amid this uncertain external environment, the Company has set out a vision for enhancing corporate value by transforming medical devices into platforms and solving issues faced by healthcare professionals and patients through data and AI.
As a member of the Audit & Supervisory Committee, I will continue to oversee the reasonableness of the management execution based on this strategy.



Risk-taking and governance supporting global expansion of DHS business

Ikumi Sato

Outside Director (Audit & Supervisory Committee Member)
Attorney, Nozomi Sogo Attorneys at Law

Nihon Kohden has made enhancing product competitiveness one of its key measures and is making focused investments in Digital Health Solutions (DHS). The DHS business develops application software that utilizes big data, such as patient vital signs and alarm data, collected from our products and a wide range of other medical devices, to address issues in the operations of medical institutions. This application software provides solutions to issues in medical institutions. We have established a dedicated DHS team in the U.S. to accurately identify healthcare needs and regulatory requirements and to enable the rapid development and enhancement of these solutions. As we expand the DHS business globally, including in Japan, different risk-taking decisions will be required in response to the conditions of each market.
While supporting management's appropriate risk-taking, I will fulfill my supervisory responsibilities by carefully assessing whether such decisions contribute to the enhancement of corporate value and sustainable growth.

Messages from Outside Directors

Meetings of Outside Directors to Exchange Opinions

■ Overview

Nihon Kohden has been holding regular meetings for outside directors to exchange opinions and build a common understanding since FY2016.

Aims	The purpose of the Meetings is to exchange views with independent outside directors on the results of the Board effectiveness evaluation and the progress of improvement initiatives. By sharing the Board's issues and areas for improvement, the Meetings help strengthen the Board's functions and further enhance its effectiveness.
Members	Six independent outside directors, including two members of the Audit & Supervisory Committee, and the Board of Directors secretariat
Dates for Meetings	In FY2025, two meetings were held in May 2025 and January 2026.
Agenda	May The results of the evaluation of the effectiveness of the Board of Directors Jan. Update on the progress in improving the Board's effectiveness

■ Content of Meetings

Regarding the main agenda item, the results of the evaluation of the effectiveness of the Board of Directors, the board members exchanged their opinions on the following topics.

FY2025

- Visualization of candidate-specific evaluations and details in successor development
- Need for experience and training to cultivate a perspective for management talent development
- Utilization of qualitative information and third-party assessments regarding the evaluation of the effectiveness of the Board of Directors

■ Outside Directors' Free Discussions

Since FY2021, we have held free discussion sessions without predefined themes. Two discussions were held in FY2025, and discussions are also scheduled to be held two to three times in FY2026. These sessions have proven highly valuable, enabling outside directors to engage in open discussions and deepen their mutual understanding on a wide range of topics, including the functioning of the Board of Directors and the role of outside directors, responses to potential deviations from the Three-year Business Plan, and measures for sales recovery, logistics improvement, and the development of competitive products.

