

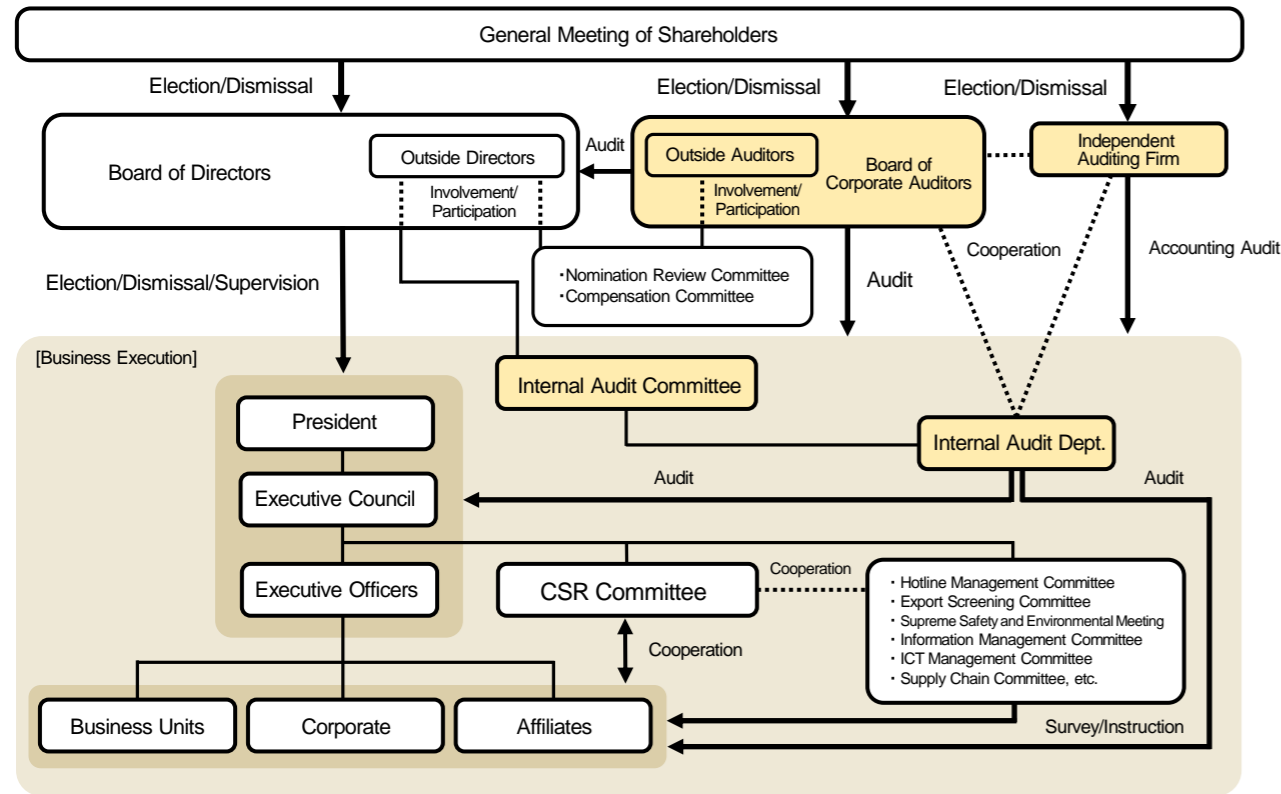
The foundation of our value creation

Mitsui Kinzoku views corporate governance as one of its most important managerial tasks that Mitsui Kinzoku shall strive to improve organizational structures and systems for management, and implement various measures as necessary, based on the recognition that corporate governance is a system for making fair and transparent decisions in a rapid and decisive manner, taking into consideration the positions of the stakeholders, including shareholders, customers, employees and local communities in order to realize its management philosophy. Corporate governance is the foundation for sustaining the long-term value creation of Mitsui Kinzoku Group.

Corporate Governance System

Along with the supervision of business execution by the Board of Directors including Outside Directors, Mitsui Kinzoku has a system to audit the decision-making process of the board and the execution of the duties by Directors through the three-pillar collaborative audit.

Corporate Governance System of Mitsui Kinzoku



Notes: Our auditors and auditors of the Affiliate have taken cooperation effectively and timely.

Directors and Board of Directors

We reinforce the governance system so that the Board of Directors can effectively supervise initiatives to address medium- to long-term management issues and speed up the decision-making process. Three Outside Directors, including one female Director, have been elected with consideration of their independence and reflection of various stakeholders' perspectives. As of June 29, 2021, the board is chaired by a Director not serving as President and Representative Director, in order to promote separation between business supervision and execution as well as to strengthen the board's function to supervise business execution. The term of the Directors, as stated in our articles of incorporation, is one year.

The Corporate Governance Guidelines defining our fundamental principles regarding corporate governance is available on our website.

<https://www.mitsui-kinzoku.com/en/toushi/management/governance/>

Executive Officers

The President and Representative Director assumes not only executive management responsibilities, but also executive responsibilities for business operations of Mitsui Kinzoku Group. Representative Directors and Executive Directors also serve as Executive Officers of Mitsui Kinzoku, except for the Executive Director responsible for the Internal Audit Dept.

Board of Corporate Auditors and Independent Auditing Firm

Corporate Auditors perform audits on the execution of the duties by Directors in accordance with the auditing plan determined by the Board of Corporate Auditors. Corporate Auditors strengthen its cooperation with Independent Auditing Firm by receiving accounting audit plans and audit results, as well as exchanging opinions regularly.

Internal Audit Committee and Internal Audit Dept.

Mitsui Kinzoku has an Internal Audit Committee chaired by an Outside Director, which reports directly to the board. The Internal Audit Dept. conducts internal audits. The Internal Audit Committee evaluates the results of internal audits and checks the progress of corrective measures for concerns raised by the audits. The committee reports audit results to the Board of Directors via the Internal Audit Dept. Starting in FY2021, the Executive Director responsible for the Internal Audit Dept. does not serve as an Executive Officer in order to enhance audit objectivity.

Organization structure

(As of June 29, 2021 - Number of female Directors: 1 ; Number of female Corporate Auditors: 0)

Name	Position	Board of Directors	Board of Corporate Auditors	Nomination Review Committee	Compensation Committee	Executive Council	Internal Audit Committee
NOU Takeshi	President and Representative Director	○ (100%)		○	○	◎	
KIBE Hisakazu	Representative Director Senior Managing Director	○ (100%)		○	○	○	
OSHIMA Takashi	Senior Managing Director	◎ (100%)					○
TSUNODA Satoshi	Director	○ (—%) ^{※1}				○	
MIYAJI Makoto	Director	○ (—%) ^{※1}					
MATSUNAGA Morio	Outside Director	○ (87%)		○	◎		○
TOIDA Kazuhiko	Outside Director	○ (100%)		◎	○		○
TAKEGAWA Keiko	Outside Director	○ (100%) ^{※2}		○	○		◎
MISAWA Masayuki	Corporate Auditor		◎ (100%) ^{※3}				
KUTSUNAI Akira	Corporate Auditor		○ (100%) ^{※3}				
ISHIDA Toru	Outside Corporate Auditor		○ (93%)	○	○		
INOUE Hiroshi	Outside Corporate Auditor		○ (—%) ^{※1}	○	○		

◎= Chairperson ○=Member of Committee (Chairperson of the Board of Directors is elected from among the Directors.)

()=Attendance rate in FY2020 ※1 Not listed since being newly appointed ※2 Attendance rate as Outside Corporate Auditor

※3 For MISAWA Masayuki and KUTSUNAI Akira (Corporate Auditors), the attendance rates are the rates for the period since they assumed their positions at the Annual General Meeting of Shareholders on June 26, 2020.

* Corporate Auditors attend at the board meetings.

* Members of the Executive Council also include the Senior Executive Officers not serving as Directors.

* The Internal Audit Committee includes the general manager of the Internal Audit Dept. as a member and Corporate and Outside Corporate Auditors as observers.

Election policy of Directors and Corporate Auditors

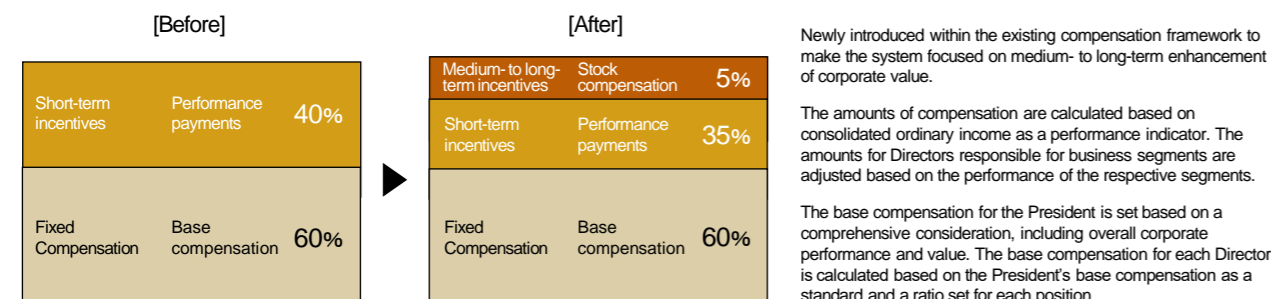
Mitsui Kinzoku establishes a Nomination Review Committee as an optional organization. The Committee reviews candidates to serve as Directors or Corporate auditors by their capabilities, knowledge and personalities. Based on the result of the review, those who are deemed capable of satisfactorily fulfilling the responsibilities are named as candidates for nomination by the board.

Compensation for Directors and Corporate Auditors

(1) Revision of the compensation system for Directors

In 2021, Mitsui Kinzoku partially revised its compensation system for Directors. A restricted stock compensation plan has been introduced for Directors (excluding Outside Directors), aiming to provide an incentive for eligible Directors to strive for continuous growth in corporate value and to further promote value-sharing with shareholders. Under the new system, compensation for Directors (excluding Outside Directors) consists of base compensation, performance payments, and stock compensation, respectively constituting approximately 60%, 35%, and 5% of the total. We have set these proportions by referring to the trends of benchmark companies, which are obtained from the compensation survey data from external experts.

Since the actual performance payments may vary depending on consolidated ordinary income and other factors, the proportions of these three may also change. We will consider increasing the proportion of stock compensation after examining the effect of its introduction.



Note: The percentages of base compensation and performance payments before the revision are also shown as the percentages in the system design.

(2) Determination of the amount of compensation

The amounts of Directors' compensation are determined by the Compensation Committee, to which the decision is entrusted by the Board of Directors, through discussion based on the compensation criteria within the limits set by the resolution at the shareholders meeting*1. Outside Directors, who are independent from business execution, only receive base compensation. Corporate Auditors' compensation is determined by the conference of Corporate Auditors, and the total volume of Corporate Auditors' compensation falls in the range approved at the Annual General Meeting of Shareholders*2.

*1 At the 96th Annual General Meeting of Shareholders held on June 29, 2021, shareholders approved a limit on compensation paid to Directors of ¥720 million per year (not including compensation for their services as employees). At the time of this resolution, there were eight (8) Directors.

*2 At the 96th Annual General Meeting of Shareholders held on June 29, 2021, shareholders approved a limit on compensation paid to Corporate Auditors of ¥180 million per year. At the time of this resolution, there were four (4) Corporate Auditors.

(3) Result

Total compensation paid to Directors and Corporate Auditors (April 2020 - March 2021)

Classification	Total Compensation (millions of yen)	Total amount of Compensation by type (millions of yen)		Number
		Base compensation	Performance payments	
Director (excluding Outside Director)	213	168	44	5
Corporate Auditor (excluding Outside Corporate Auditor)	50	50	—	4
Outside Director/Outside Corporate Auditor	63	63	—	5

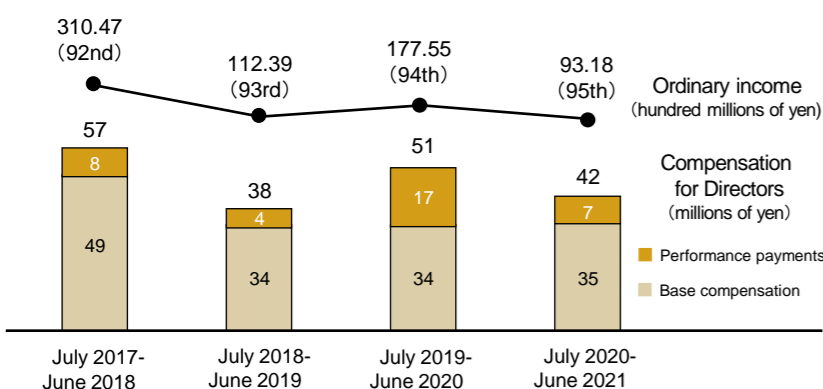
Notes:

1. At the 80th Annual General Meeting of Shareholders held on June 29, 2005, shareholders approved a limit on compensation paid to Directors of ¥60 million per month (not including compensation for their services as employees).

2. At the 80th Annual General Meeting of Shareholders held on June 29, 2005, shareholders approved a limit on compensation paid to Corporate Auditors of ¥15 million per month.

3. At the time of resolution regarding above Notes 1 and 2, there were eleven (11) Directors and four (4) Corporate Auditors.

Linkage between the amount of compensation per Director (excluding Outside Directors) and ordinary income



Internal control system

A summary of the decisions made at the meetings of the Board of Directors, regarding the business structure for the appropriate business operation of Mitsui Kinzoku Group in compliance with laws and regulations and the corporate ethics, is available on our website.

<https://www.mitsui-kinzoku.com/en/toushi/management/governance/>

Effectiveness Assessment of the Board of Directors

We assess the effectiveness of the Board of Directors every year to ensure the continuous enhancement of the board's function. In FY2020, we had an independent organization conduct the assessment of Directors and Corporate Auditors. We also revised the assessment items, aiming to enable the board to deepen its discussions on medium- to long-term issues and to enhance its supervisory function in the work toward integrated thinking-based management. The board will have detailed discussions on confirmed issues and continue its efforts to enhance its function.

(1) Main assessment items (themes)

- Review of last fiscal year's assessment
- Issues to address in order to enhance the governance system
 - Discussion on and monitoring of the Medium-Term Management Plan, business portfolio, etc.
 - Involvement of the board in risk management, DX, ESG, TCFD, etc.
 - Ideal board composition (Directors' diversity, skills, etc. that are essential for the Company)
- Other matters related to operation of the board

(2) Assessment method

Interviews were conducted by an independent organization.

(3) Assessment results

The results confirmed the enhanced discussions held by the Board of Directors, mainly on the Medium-Term Management Plan, and fairer processes through the addition of Outside Corporate Auditors in the Nomination Review Committee and the Compensation Committee. Improvements were also found in several initiatives such as risk management and DX. These results showed the effective function of the Board of Directors to a certain extent.

(4) Identified issues

- Methods of further enhancing discussions on detailed management strategies, etc.
- Further discussions on the skills and diversity of Directors including the lack of female Directors*1
- Continuous information sharing and enhancement of discussions on initiatives related to DX, ESG, TCFD, etc.

*1 One female Director was elected at the 96th Annual General Meeting of Shareholders on June 29, 2021.

Effectiveness Assessment

of the Board of Corporate Auditors

We conducted self-assessment of the effectiveness of the Board of Corporate Auditors. The main aims are to assess their audit activities, reflect assessment results in the audit plan of the following fiscal year and improve the quality of audits. While the effectiveness of the Board of Corporate Auditors was found to be maintained, some issues were also identified. We will further improve its effectiveness by incorporating the identified issues in the audit plan for the next fiscal year, etc. The assessment results have been reported to the board.

(1) Main assessment items

- Effectiveness of the three-pillar audits
- Effectiveness of the way they respond to misconduct, such as material legal violation and inappropriate accounting practices
- Effectiveness of the ICT governance and company structure for information technology systems

(2) Assessment method

All the Corporate Auditors discussed and checked the effectiveness of the board based on a self-assessment questionnaire survey filled out by each Corporate Auditor.

(3) Identified issues

- Establishment of an ICT risk management system
- Enhancement of the three-pillar audits and strengthening collaboration with Corporate Auditors of Mitsui Kinzoku Group, etc.

Status of cross-held stocks

Mitsui Kinzoku assesses the appropriateness of holding listed stocks held for purposes such as maintaining medium- to long-term business relationships with trading partners ("cross-held stocks") and sells any such stocks when no rational reason for holding them any longer exists. Every year, the Board of Directors conducts a comprehensive assessment of these individual stocks by examining the purposes of holding them, the associated benefits and risks, their relationships with the cost of capital, etc.

Cross-held stocks: Number of companies and the amount recorded on the balance sheet

Classification		FY2018	FY2019	FY2020
		Number of companies	Unlisted: 36	34
	Listed	16	15	11
	Total	52	49	43
Amount recorded on the balance sheet (millions of yen)	Unlisted	4,686	4,495	3,253
	Listed	4,319	3,276	5,951
	Total	9,005	7,771	9,204

ICT governance

Since FY2019, Mitsui Kinzoku has been developing internal rules on ICT-related matters in order to reinforce its ICT governance system. In FY2020, the Group-wide CSIRT and SOC were launched. We also moved forward with the risk assessment of the corporate group-wide infrastructure system, aiming to further strengthen our ICT security system.



President and Representative Director

NOU Takeshi

Mr. NOU Takeshi has a wealth of experience cultivated through his many years of involvement in the Group's electronic materials business and engineered materials business and is well versed in the Company's business.



Representative Director Senior Managing Director

KIBE Hisakazu

Mr. KIBE Hisakazu possesses a wide range of experience and knowledge in finance and corporate planning of the Group, including serving as officers of affiliated companies, and is well versed in the Company's business.



Senior Managing Director

OSHIMA Takashi

Mr. OSHIMA Takashi possesses a wide range of experience and knowledge in finance, corporate planning, risk management, and CSR of the Group, and is well versed in the Company's business.



Director

TSUNODA Satoshi

Mr. TSUNODA Satoshi possesses a wide range of experience and knowledge in metals business and corporate planning of the Group, including serving as officers of affiliated companies, and is well versed in the Company's business.



Director

MIYAJI Makoto

Mr. MIYAJI Makoto has a wealth of experience cultivated through his many years of involvement in the Group's engineered materials business and is well versed in the Company's business.



Outside Director

MATSUNAGA Morio

Mr. MATSUNAGA Morio has specialized knowledge of engineering and experience of organizational management as a university professor and the president of a national university corporation.



Outside Director

TOIDA Kazuhiko

Mr. TOIDA Kazuhiko has experience as a business executive, having been engaged in a wide range of work at Nissan Motor Co., Ltd., including product planning, sales promotion, and launch of a sales company, with a focus on the sales division. In addition, he has experience at FALTEC Co., Ltd. as Representative Director and President.



Outside Director

TAKEGAWA Keiko

Ms. TAKEGAWA Keiko served as Director, Public Relations Office and Director General, Gender Equality Bureau at the Cabinet Office and has a wealth of knowledge and administrative experience through her engagement in formulation and implementation of policies such as promotion of women's participation and advancement.

Expertise possessed by the Directors

Name	Title/Positions	Corporate management	Business strategies	Finance and accounting	Technological research/development	Sales Marketing	HR/ HR development	Legal affairs and risk management	Internationality
NOU Takeshi	President and Representative Director	●	●		●				●
KIBE Hisakazu	Representative Director, Senior Managing Director, Senior Managing Executive Officer, Senior General Manager of Corporate Planning & Control Sector	●	●	●					●
OSHIMA Takashi	Senior Managing Director	●	●	●			●	●	
TSUNODA Satoshi	Director, Senior Executive Officer, Senior General Manager of Metals Sector		●			●			●
MIYAJI Makoto	Director, Executive Officer, Chief Environmental Safety Officer		●		●		●		●
MATSUNAGA Morio	Outside Director				●		●		●
TOIDA Kazuhiko	Outside Director	●	●			●			●
TAKEGAWA Keiko	Outside Director						●	●	●



Corporate Auditor

MISAWA Masayuki

Mr. MISAWA Masayuki has experience as a manager responsible for quality assurance, safety environment, sales, and overseas bases for many years in the Group's engineered materials business and is well versed in the Company's business.



Corporate Auditor

KUTSUNAI Akira

Mr. KUTSUNAI Akira has a wealth of experience gained over many years, centered around areas including finance, public relations, and corporate planning of the Group, and is well versed in the Company's business.



Outside Corporate Auditor

ISHIDA Toru

Mr. ISHIDA Toru has a wealth of administrative experience in planning and implementing trade and industrial policies, as well as experience and expertise in holding important positions that contribute to the enhancement of commerce and industry.



Outside Corporate Auditor

INOUE Hiroshi

Mr. INOUE Hiroshi has a wealth of knowledge and experience in legal circles as a public prosecutor and a lawyer.

* Profiles of Directors and Corporate Auditors are listed on pages 106-107.

Corporate governance

Risk management

Mitsui Kinzoku Group is strengthening its response to business risks that could threaten the continuation of its operations and corporate survival. In order to identify business risks and eliminate or minimize their impact, we are working to improve the Group's risk management system and operate it effectively.

Risk management system

We have identified the Senior Managing Executive Officer in charge of the General Affairs Dept. as the person with the highest responsibility for risk management. As part of our risk management system, we have identified a department in charge of risk and crisis management at the head office and departments in charge of each risk category, and under which relevant units and sites are positioned. The Board of Directors also reviews risk management initiatives once a year and as needed.

In FY2020, we rebuilt our risk management system. The system covers identifying business risks (including risk map analysis), planning and implementing countermeasures, and review. We have also revised our Risk Management Rules. In order to identify business risks, we comprehensively reviewed risks, including those from an ESG perspective, and in particular those that are most likely to threaten the continuation of business and the survival of the company.

In FY2021, we will update the Group's risk map based on the risk survey for all sites, which will lead to identifying business risks and the planning of measures to deal with the identified risks.

Responding to emergent risks

In implementing risk management, we conduct BCM activities such as periodically verifying the effectiveness of BCPs and other countermeasures and reviewing them as appropriate. When a risk emerges, we will implement BCPs, placing the highest priority on protecting human lives, to protect assets, maintain the supply chain, and quickly restore and continue operations in accordance with the Rules for Handling Emergencies. The followings describes the risks that emerged in FY2020 that had a particularly significant impact on our business and how we responded to them.

Topics1: COVID-19 (large-scale epidemic of infectious diseases)

As in FY2019, we continued to respond to COVID-19, led by a task force headed by the President. Based on the basic policy of placing the highest priority on human life, we presented internal response standards, including infection prevention measures for the employees during commuting, restrictions on movement, and other measures, and worked to thoroughly implement them. Based on the internal response standards, each of the Group's sites took measures according to the alert level in each country to minimize the impact on their operations.

Topics2: Heavy rainfall in July 2020 (large-scale natural disasters)

Due to the torrential rains in July 2020, which caused major damage in the Kyushu region, part of the plant in the Miike area (Omuta City, Fukuoka Pref.) was flooded. Each of our sites in the Miike area immediately took steps to check the status of employees and ensure their safety. We implemented the IMP and BCP in accordance with the Business Continuity Manual. In particular, the smelting plant of Miike Smelting Co., Ltd. suffered damage to electrical equipment and other facilities. We confirmed that there would be no secondary damage and timely disclosed the damage and operational status to the relevant authorities and business partners. Although some production lines were shut down, we completed the restoration and resumed operations in early August 2020.

Business risk categories/subcategories

[Risks that are highly urgent when they become apparent]

- Large-scale epidemic of infectious diseases
- Large-scale natural disasters
- Information security

[Financial risks]

- Market fluctuations
- Exchange rate fluctuations
- Fund procurement
- Pension asset management

[Risk in each segment]

- Engineered Materials Segment (Decrease or stagnation in product market share)
- Metal Segment (Market and exchange rate fluctuations, operational problems)
- Automotive Parts & Components Segment (deterioration in market conditions)

[Cross-segment risks]

- Product quality
- Alliances with third parties
- Country risk
- Shortage of labor force

[ESG risks that could affect our business performance*1]

- Environment
- Social
- Governance

*1 We have incorporated nine ESG risks from our materiality (P.19) into business risks as ESG risks that could affect our business performance.

Interview with Outside Directors

Go see what's happening on the front lines as much as possible. That is my principle.

No matter where I was, working in the sales field or serving as president in the manufacturing field, I visited various work sites and gained a variety of valuable insights. Indeed, that has been my style, and it is truly unfortunate that the COVID-19 pandemic has hindered us from seeing operations from the ground over the last year since I joined Mitsui Kinzoku.

Meanwhile, I have had a number of opportunities to attend online meetings. At one of such meetings, I had a discussion with officers on the next medium-term management plan. The main topics were job satisfaction and human resources management systems. These topics were important, of course. Yet, from the perspective of a business manager, naturally, I suggested the importance of the business portfolio. It would be such a waste if the benefits of excellent employees and excellent technologies created by them stopped at the individual business level.

Also, while each agenda item is thoroughly prepared and discussed, including working materials for meetings, I believe the company should set clearer priorities as the entire Mitsui Kinzoku from a business management perspective.

When I worked for an automotive manufacturer, there was a time when the sales department blamed poor products while the manufacturing department blamed the sales department. There was too much sectionalism while both of them are part of the same company from the customer's perspective. Since we wouldn't be able to find solutions through such a system, we launched cross-functional teams to address this problem. These teams brought about a series of successful outcomes.

Mitsui Kinzoku is capable of creating new materials, covering the entire stream from the research and development of materials to end users. The company should be able to make better use of this strength. They can think beyond individual businesses and start thinking cross-sectionally. It can be horizontal, and it can also be vertical from the upstream to the downstream. Since Mitsui Kinzoku has had an open culture from the beginning, they should be able to further demonstrate their potential with this flexible business matrix.

For example, let us look at the automotive parts supplied by Mitsui Kinzoku ACT. Customers do not see the company just as a parts manufacturer; they see it as part of Mitsui Kinzoku. In response to such customer expectations, Mitsui Kinzoku ACT also proposes solid-state batteries and catalysts to customers, which means the company already practices cross-functional work in a horizontal manner. Such horizontal teamwork will lead customers to see more width and depth in the company.

As you may know, the automotive industry is currently going through a major transformation. The industry is being entered by companies from different and previously unthinkable fields. Likewise, in the parts business, existing technologies and the same old isolated efforts alone will be insufficient for survival. I am confident that Mitsui Kinzoku can have unique strengths by leveraging their various resources and integrating them.

My motto, "Change yourself in response to changes around you," is also very applicable to companies. A symbolic example is the current COVID-19 pandemic. We have all sorts of crises every decade. I have had firsthand experience of making changes in response to such crises and seen how it could help strengthen companies. Be flexible to change, be hungry for change, and be willing to change. I am certain that Mitsui Kinzoku, with its great potential, will continue to grow further if they demonstrate the ability to respond to changes.



Outside Director **TOIDA Kazuhiko**

Mr. TOIDA joined Nissan Motor Co., Ltd. in 1975; became Senior Vice President there in 2001; and served as Representative Director, President, and CEO of FALTEC Co., Ltd. from 2010.

He has been Outside Director of Mitsui Kinzoku since June 2020. He has also been Chairperson of the Board at Rikkyo Educational Corporation since September 2020.

Things looked quite different back when I was in college and looking for a job. Even if I wanted to work for a certain company, I was not even certain if it would hire any female college graduates. Companies had different pay tables and retirement ages for men and women. This was before the Equal Employment Opportunity Act was enacted.

When I was in junior high school, excessive rote learning was a problem in urban areas. Yet, the public school I attended in a small town rather faced an opposite challenge, probably because the community had not fully recovered from the confusion after the Second World War. With a firm belief that the door is open to everyone in this country and that children should learn this fact, I decided to become a public servant and work in the field of educational administration. In fact, I joined the Prime Minister's Office (presently Cabinet Office) in 1981. I spent the next 38 years at the Office until retirement, for about a third of which I was engaged in public administration on gender equality.

Since ancient times, Japan seems to have had a unique culture where women would hold high positions. However, with the influence of other countries gradually sinking in, the Japanese government failed to make spontaneous efforts to improve the status of women in the modern period. After the war, the country started adopting international values and standards while leveraging the United Nations' Convention on the Elimination of All Forms of Discrimination Against Women and other resources. That is the history of Japanese policies on women. Having started with equality under the law in the public sector, the efforts have expanded to antidiscrimination as private individuals (e.g., employment at for-profit companies) and societal support for what had been believed to be individual and family responsibilities (e.g., child/nursing care). In 2015, the Act on the Promotion of Female Participation became effective, calling on employers to take positive action on this issue. Since the beginning of this century, the United Nations and other organizations have also increasingly pushed companies and investors to play a role as responsible members of society in order to resolve global problems. In line with this trend, corporate governance codes in our country have also started to call for gender diversity not only among officers but also in core human resources.

Facing this social and political trend, I believe Mitsui Kinzoku has invited me in recognition of my experience in the promotion of female participation as Director General of the Gender Equality Bureau at the Cabinet Office. In this sense, I am truly honored to be given this opportunity.

I have kept arguing that companies can grow stronger if they promote female participation. Yet, I am also aware of such comments as, "Just having more women is not enough." In order to go beyond the number and to make truly effective use of diversity, I have always stressed the importance of developing mechanisms including systematic human resource development, training for both males and females, and the promotion of work-life balance across the company. Mitsui Kinzoku seems to have many talented female employees willing take on challenges. Since an enabling environment is gradually being developed, the company should look quite different before long.

"Collective genius" means that we can do better than one genius if we work together and successfully bring out the strengths of various members. In order to enable each member to demonstrate their full potential, it is important to embrace diverse work styles and values with empathy. If members of the company are to work together as one, they need to share and understand its organizational goals. I am determined to fulfill my expected role in the promotion of female participation within Mitsui Kinzoku.

The Corporate Governance Code was revised this June, where the bar is set higher in various areas such as diversity in human resources, demonstration of functions by the Board of Directors, and efforts for sustainability issues. The increasing role of internal audits is also included in the Code. As Internal Audit Committee Chair, I am also determined to address this issue as well.



Outside Director **TAKEGAWA Keiko**

Ms. TAKEGAWA joined the Prime Minister's Office in 1981. After serving as Deputy Director General and Director of the Public Relations Office at the Cabinet Office, she became Director General of the Gender Equality Bureau in 2014.

She became Outside Corporate Auditor of Mitsui Kinzoku in June 2019 and has been serving as Outside Director of the company since June 2021. She is also a specially appointed professor at Showa Women's University.