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(Stock Exchange Code 3433)
June 3, 2024

To Shareholders with Voting Rights:

Kazuya Kobayashi
President
TOCALO Co., Ltd.
4-4, 6-chome, Minatojima-Minamimachi,
Chuo-ku, Kobe

**NOTICE OF
THE 73RD ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

You are hereby informed that the 73rd Annual General Meeting of Shareholders of TOCALO Co., Ltd. (the “Company”) will be held for the purposes described below.

When convening this General Meeting of Shareholders, the Company has taken measures for electronic provision and matters subject to measures for electronic provision are posted on the Company’s website.

The Company’s website: <https://www.tocalo.co.jp/english/ir/stockinfo/meeting/>

In addition to posting the matters subject to measures for electronic provision on the Company’s website, the Company also posts this information on the website of Tokyo Stock Exchange (TSE). Please access the TSE website below.

Tokyo Stock Exchange’s website: <https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

If you do not attend the meeting, you can exercise your voting rights via the Internet, etc. or in writing by indicating your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it so that it is received **by 5 p.m. on June 26, 2024, Japan time.**

- 1. Date and Time:** Thursday, June 27, 2024, at 10 a.m. Japan time (Reception desk opens at 9:30 a.m.)
- 2. Place:** “Kairaku” Meeting Room on the Main Building B1 floor of KOBE PORTOPIA HOTEL, located at 10-1, 6-chome, Minatojima Nakamachi, Chuo-ku, Kobe
- 3. Meeting Agenda:**
 - Matters to be reported:**
 1. The Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements for the Company’s 73rd Fiscal Year (April 1, 2023–March 31, 2024)
 2. Results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements for the Company’s 73rd Fiscal Year (April 1, 2023–March 31, 2024)
 - Proposals to be resolved:**
 - Proposal 1:** Appropriation of Surplus
 - Proposal 2:** Election of Four (4) Audit & Supervisory Board Members

- ◆ The Company intends to hold the company information session after the General Meeting of Shareholders this year. We will not serve tea, coffee, or other refreshments. We appreciate your understanding.

4. Exercise of Voting Rights

You are kindly requested to review the Reference Documents included in the matters subject to measures for electronic provision and exercise your voting rights. You can exercise your voting rights by any of the following three methods.

By attending the meeting	By postal mail	Via the Internet
Date and time of the meeting: 10:00 a.m., June 27, 2024 (Japan time)	Deadline for exercise: Your ballot must reach us by post no later than 5 p.m. on June 26, 2024 (Japan time).	https://evote.tr.mufg.jp/ Deadline for exercise: Enter your vote by no later than 5 p.m. on June 26, 2024 (Japan time).

- ◆ When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
 - ◆ If neither approval nor disapproval of a proposal is indicated on the Voting Rights Exercise Form, it will be treated as an indication of approval.
 - ◆ For details regarding the exercise of voting rights via the Internet, please refer to page 3.
- * Handling in case voting rights are exercised multiple times
- (1) In the event that voting rights are exercised both in writing and via the Internet, etc., the vote via the Internet, etc. shall be deemed valid.
 - (2) In the event that voting rights are exercised multiple times via the Internet, etc., the most recent vote shall be deemed valid.
- ◆ From among the matters subject to measures for electronic provision, the “Consolidated Statement of Changes in Net Assets,” “Notes to the Consolidated Financial Statements,” “Statement of Changes in Net Assets” and “Notes to the Non-consolidated Financial Statements” are disclosed on the Company’s website (<https://www.tocalo.co.jp/>) pursuant to the laws, regulations and Article 15 of the Articles of Incorporation of the Company. Also, the “Consolidated Statement of Changes in Net Assets,” “Notes to the Consolidated Financial Statements,” “Statement of Changes in Net Assets” and “Notes to the Non-consolidated Financial Statements” are included in the consolidated financial statements and non-consolidated financial statements audited by the Accounting Auditor and the Audit & Supervisory Board to prepare the Audit Reports.
 - ◆ Should any revisions be made to the matters subject to measures for electronic provision, the details of the revisions will be posted on the websites on which the matters are posted.

<Guide to Voting via the Internet>

If you exercise your voting rights via the Internet, please read and understand the following matters before you exercise your rights.

If you attend the meeting, you do not need to take procedures for exercise of your voting rights by postal mail (Voting Rights Exercise Form) or via the Internet.

1. About the voting rights exercise website

- (1) For the exercise of voting rights via the Internet, please use only the voting rights exercise website (<https://evote.tr.mufg.jp/>) designated by the Company from either a personal computer or a smartphone, etc. (However, the website will be unavailable between 2:30 a.m. and 4:30 a.m. every day.)
- (2) When you use a personal computer or a smartphone, etc. for the exercise of voting rights, if firewalls, etc., are in use for the Internet connection, antivirus software is in use, proxy servers are in use or the TLS encryption is not designated, etc., it might not be possible to use the website depending upon the Internet environment of the shareholder.
- (3) Although the exercise of voting rights via the Internet will be available until 5 p.m. on Wednesday, June 26, 2024 (Japan time), early exercise is highly appreciated, and please contact our Help Desk if you have any questions.

2. Exercise method for voting rights via the Internet

(1) Using a personal computer

- Your “Login ID” and “Temporary password” are indicated on the enclosed Voting Rights Exercise Form. Please input them on the voting rights exercise website (<https://evote.tr.mufg.jp/>), and indicate your vote for or against the proposals by following the on-screen instructions.
- To prevent unauthorized access by third-party non-shareholders (spoofing) and falsification of the content of the exercise of voting rights, you can change the “Temporary password” on the voting rights exercise website.
- Every time a General Meeting of Shareholders is convened, a new “Login ID” and “Temporary password” will be sent to each shareholder.

(2) Using a smartphone, etc.

- You can access the voting rights exercise website and exercise your voting rights by using your smartphone, etc. to scan the “Login QR code” on the Voting Rights Exercise Form. (There is no need to input your “Login ID” and “Temporary password” in this case.)
- Login using a QR code might not be possible depending on the smartphone model. In such a case, please exercise your voting rights using the method for (1) Using a personal computer above.
*QR code is a registered trademark of DENSO WAVE INCORPORATED.

3. Handling in case voting rights are exercised multiple times

- (1) In the event that voting rights are exercised both in writing and via the Internet, the vote via the Internet will be deemed valid.
- (2) In the event that voting rights are exercised multiple times via the Internet, the most recent vote will be deemed valid. In the event that voting rights are exercised using multiple devices such as a personal computer and a smartphone, etc., the most recent vote will be deemed valid.

4. Expenses arising due to accessing the voting rights exercise website

Please note that shareholders are solely responsible for any expenses (Internet connection fees, etc.) incurred while accessing the voting website.

Inquiries related to systems, etc.
Stock Transfer Agency Department (Help Desk), Mitsubishi UFJ Trust and Banking Corporation
Phone: 0120-173-027 (Toll-free)
Business Hours: 9 a.m. to 9 p.m. (Japan time)

Guide to Submitting Pre-Meeting Questions

Prior to the General Meeting of Shareholders, the Company will accept questions regarding the meeting agenda of this General Meeting of Shareholders in advance.

We will accept questions at the Engagement Portal, a site for online shareholder meetings. The method of entering pre-meeting questions is provided below.

1. Method of entering pre-meeting questions

- (i) Log in to the Engagement Portal, a site for online shareholder meetings.
Please refer to the Method of logging in to the Engagement Portal on page 6.
- (ii) After logging in, click the “Pre-meeting questions” button that will be displayed.
- (iii) Select the category of your question, enter the question, etc., check the box for “I agree to the terms of use” after confirming the terms of use and click the “Move to confirmation screen” button.
- (iv) After confirming the information entered, click the “Submit” button.
This completes the acceptance of your pre-meeting question.

2. Period of acceptance for pre-meeting questions

From the time of receipt of this Notice of Convocation to 5:00 p.m. on Thursday, June 13, 2024.

3. Answers to pre-meeting questions

Among questions we receive, we will answer questions that are considered of high interest to shareholders on the day of the General Meeting of Shareholders. We will post answers to other questions on the Company’s website, etc., after the General Meeting of Shareholders.

[Notes]

- (i) Your questions should be related to items relevant to the meeting agenda of the General Meeting of Shareholders.
- (ii) You may ask up to three questions in principle. We would appreciate your cooperation.
- (iii) Your questions should be 400 characters or less due to system constraints.
- (iv) Please note that we cannot guarantee to answer all pre-meeting questions. Additionally, please be aware in advance that we will not be able to provide individual responses.
- (v) Communication fees and other costs associated with submitting a question will be borne by each shareholder.

Guide to Online viewing of the Annual General Meeting of Shareholders (in Japanese only)

The General Meeting of Shareholders and the company information session will be streamed live online as follows on the day of the meeting to enable shareholders to watch them from their own homes, etc.

Please use the Engagement Portal for online viewing, a site for online shareholder meetings.

1. Date and time

Starting on Thursday, June 27, 2024 at 10:00 a.m. Japan time, and ending when the General Meeting of Shareholders and the company information session end

* The live streaming screen on the day of the meeting will be accessible from approximately 30 minutes before the start of the meeting.

* If, due to unavoidable circumstances, where the meeting will be prevented from being live-streamed, the Company will announce this on the Company's website, etc.

QR code for smartphone

2. Online viewing of the General Meeting of Shareholders

URL of streaming website:

<https://engagement-portal.tr.mufg.jp/>



(i) Log in to the Engagement Portal, a site for online shareholder meetings.

Please refer to the Method of logging in to the Engagement Portal on page 6.

* You can test your viewing environment at this website in advance. Please utilize this test function.

(ii) After logging in, click the "View meeting live" button that will be displayed.

(iii) Confirm the terms of use on viewing the live stream, check the box for "I agree to the terms of use," and click "View."

3. Notes

(i) Shareholders who view the live stream cannot exercise their voting rights or ask questions on the day of the meeting. Make sure to exercise your voting rights in writing or via the Internet in advance.

(ii) Only the shareholders themselves stated on Voting Rights Exercise Forms may view the video. Please refrain from viewing the video if you are not the shareholders themselves.

(iii) Sharing of your ID or password with any third person is strictly prohibited.

(iv) Videoing and recording of audio are prohibited.

(v) Please note that there may be disturbances or temporary disruptions in video or audio due to a system trouble, communication environment and other issues.

(vi) Internet connection fees and any other communication expenses for viewing the video are borne by the shareholders.

[Inquiries about the online viewing]

TEL: 03-6833-6279

Management Office of Virtual General Meeting of Shareholders, V-cube, Inc.

(On the day of the General Meeting of Shareholders from 9:30 a.m. until the General Meeting of Shareholders and the company information session end.)

Method of logging in to the Engagement Portal (Site for Online Shareholder Meetings)

Please refer to the back of the Voting Rights Exercise Form enclosed with this Notice of Convocation and log in using one of the following methods, depending on the device you are using.

* If you lose the enclosed Voting Rights Exercise Form, we will accept requests for re-issuance through [Inquiries about the website] on page 6 of the Notice of Convocation. Please be aware, however, that we may not be able to issue a replacement form depending on the timing of when the request is received; for example, if there is less than around one week before the day of the General Meeting of Shareholders.

(1) In the case of logging in by scanning a QR code (smartphone, tablet, etc.)

Please scan the QR code printed on the back of the Voting Rights Exercise Form with your smartphone or other device.

You will be able to log in without entering your “Login ID” and “Password.”

* “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.

(2) In the case of logging in using an individual login ID and password (computer, etc.)

- (i) Please use the following web address and enter the login ID and password shown on the back of the Voting Rights Exercise Form.

URL: <https://engagement-portal.tr.mufg.jp/>

- (ii) Confirm the terms of use and check the box for “I agree to the terms of use.”
 (iii) Click the “Login” button.

[Recommended environment]

The recommended environment for the Engagement Portal, a site for online shareholder meetings, is as follows.

Internet Explorer is not compatible with the website, so please use any of the following browsers.

	PC		Mobile		
	Windows	Macintosh	iPad	iPhone	Android
OS	Windows10 or later	MacOS X 10.13 (High Sierra) or later	iPadOS 14.0	iOS 14.0 or later	Android 9.0 or later
Browser* Most recent version	Google Chrome, Microsoft Edge (Chromium)	Safari, Google Chrome	Safari	Safari	Google Chrome

* There may be cases where the website may not work properly depending on the communications environment or device, even if you are using the above environment.

[Inquiries about the website]

Phone: 0120-676-808 (toll-free)

Stock Transfer Agency Department, Mitsubishi UFJ Trust and Banking Corporation

(Weekdays 9:00 a.m. to 5:00 p.m., not open on weekends or holidays, except on the day of the General Meeting of Shareholders from 9:00 a.m. until the company information session ends.)

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

Proposed appropriation of surplus for the 73rd fiscal year is as follows:

The Company considers the returning of profits to be one of the most important managerial measures and makes it a basic policy to maintain the stable payment of dividends by reinforcing the corporate structure through the enhancement of earning capacity, while implementing the performance-based distribution of profits.

As a result of our discussion based on this policy, the year-end dividends for the fiscal year under review are proposed as follows:

The year-end dividends

- 1 Type of property for dividends
Cash

- 2 Allotment of property for dividends and total amount thereof
¥28.00 per share of the Company's common stock
Total amount: ¥1,664,252,072

Because the Company paid an interim dividend of ¥25.00 per share, the annual dividend, which combines the interim dividend and a year-end dividend, will become ¥53.00 per share for the fiscal year under review.

- 3 Effective date of distribution of surplus
June 28, 2024

Proposal 2: Election of Four (4) Audit & Supervisory Board Members

The term of office of all four (4) Audit & Supervisory Board Members will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of four (4) Audit & Supervisory Board Members is proposed.

The Audit & Supervisory Board has given its consent to this proposal in advance.

The candidates for Audit & Supervisory Board Member are as follows:

No.	Name		Current positions at the Company	Attendance at the Board of Directors meetings	Attendance at the Audit & Supervisory Board meetings
1	Hidetoshi Shin	Reappointment	Audit & Supervisory Board Member (Full-time)	13 out of 13 meetings (100%)	10 out of 10 meetings (100%)
2	Hirosuke Hamada	New appointment	Executive Officer	—	—
3	Toshihiko Yoshida	Reappointment	Audit & Supervisory Board Member (Outside)	17 out of 17 meetings (100%)	14 out of 14 meetings (100%)
4	Noriko Kaji	New appointment	—	—	—

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
1	<p data-bbox="263 414 446 526">Hidetoshi Shin (March 5, 1959) Reappointment</p> <p data-bbox="247 571 470 750">Term of office as an Audit & Supervisory Board Member at the conclusion of this Annual General Meeting of Shareholders: 1 year</p> <p data-bbox="247 795 470 952">Attendance at meetings of the Audit & Supervisory Board during fiscal 2023: Attended 10 of 10 meetings (100%)</p>	<p data-bbox="486 313 1220 627"> April 2009 Division Manager, Kitakyushu Plant of the Company October 2009 Division Manager, Production Div., Akashi Plant April 2013 General Manager, Akashi Plant June 2015 Director; General Manager, Akashi Plant April 2018 Director; General Manager, Quality Management Headquarters June 2021 Managing Executive Officer; General Manager, Quality Management Headquarters June 2023 Full-time Audit & Supervisory Board Member (to present) </p> <p data-bbox="486 638 1220 784"> [Significant concurrent positions] Number of companies where he concurrently assumes office: 0 None [Reason for selection as a candidate for Audit & Supervisory Board Member] </p> <p data-bbox="486 795 1220 1052"> Mr. Hidetoshi Shin served as Director of the Company for six years since June 2015 and has led and controlled quality management of the overall Company as Managing Executive Officer since the introduction of an executive officer system in June 2021. Based on his broad knowledge and extensive experience related to the Company's business, we believe he is suitable for the position of Audit & Supervisory Board Member of the Company and therefore reappoint Mr. Shin as a candidate for Audit & Supervisory Board Member. </p>	75,341

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
2	<p data-bbox="252 577 454 678">Hirosuke Hamada (August 9, 1960) New appointment</p> <p data-bbox="252 728 462 902">Term of office as an Audit & Supervisory Board Member at the conclusion of this Annual General Meeting of Shareholders: — year</p> <p data-bbox="252 952 462 1059">Attendance at meetings of the Audit & Supervisory Board during fiscal 2023: —</p>	<p data-bbox="486 320 1228 376">April 2006 Division Manager, Accounting Division of the Company</p> <p data-bbox="486 383 1228 439">August 2011 Temporarily transferred to TOCALO & HANTAI (KUNSHAN) Co., Ltd. (China)</p> <p data-bbox="486 445 1228 501">February 2015 Temporarily transferred to TOCALO & HANTAI Co., Ltd. (China)</p> <p data-bbox="486 508 1228 598">April 2017 Division Manager, Overseas Business Division of the Company and Chairman of the Board, TOCALO & HANTAI Co., Ltd. (China)</p> <p data-bbox="486 604 1228 660">July 2017 Concurrently served as Chairman of the Board, TOCALO & HANTAI (KUNSHAN) Co., Ltd. (China)</p> <p data-bbox="486 667 1228 723">June 2021 Executive Officer; Division Manager, Overseas Business Division of the Company</p> <p data-bbox="486 730 1228 786">April 2024 Executive Office of the Company (to present)</p> <p data-bbox="486 792 1228 936">[Significant concurrent positions] Number of companies where he concurrently assumes office: 0 None [Reason for selection as a candidate for Audit & Supervisory Board Member]</p> <p data-bbox="486 943 1228 1149">Mr. Hirosuke Hamada served as Division Manager of the Accounting Division of the Company for five years since April 2006, and stationed at overseas subsidiaries, TOCALO & HANTAI (KUNSHAN) and TOCALO & HANTAI, as General Manager since August 2011. Since returning to Japan in April 2017, he has led the overseas business as Division Manager of the Overseas Business Division.</p> <p data-bbox="486 1155 1228 1330">Based on his extensive knowledge of the finance/accounting related to the Company's business and global experience as Chairman of the Board, of the Company's subsidiaries in China, we believe he is suitable for the position of Audit & Supervisory Board Member of the Company and therefore appoint Mr. Hamada as a new candidate for Audit & Supervisory Board Member.</p>	21,600

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	<p>Toshihiko Yoshida (August 6, 1955) Reappointment Outside Audit & Supervisory Board Member Independent Officer</p> <p>Term of office as an Audit & Supervisory Board Member at the conclusion of this Annual General Meeting of Shareholders: 8 years</p> <p>Attendance at meetings of the Audit & Supervisory Board during fiscal 2023: Attended 14 of 14 meetings (100%)</p>	<p>April 1978 Joined Taiyo-Kobe Bank Limited (currently Sumitomo Mitsui Banking Corporation)</p> <p>April 2004 General Manager, Kobe Corporate Business Office III of Sumitomo Mitsui Banking Corporation</p> <p>June 2007 General Manager, Corporate Planning Department of Sanyo Special Steel Co., Ltd. (temporarily transferred)</p> <p>October 2007 General Manager, Internal Inspection Department of Sanyo Special Steel Co., Ltd. (temporarily transferred)</p> <p>June 2008 Transferred to Sanyo Special Steel Co., Ltd.</p> <p>April 2009 General Manager, General Administration Department of Sanyo Special Steel Co., Ltd.</p> <p>June 2012 Corporate Auditor, Sanyo Special Steel Co., Ltd.</p> <p>June 2016 Full-time Audit & Supervisory Board Member of the Company</p> <p>June 2021 Part-time Audit & Supervisory Board Member of the Company (to present)</p> <p>[Significant concurrent positions] Number of companies where he concurrently assumes office: 0 None [Reason for selection as a candidate for Outside Audit & Supervisory Board Member] Mr. Toshihiko Yoshida possesses significant experience and insight in corporate audits acquired through his experience as a Corporate Auditor of a listed company. We believe he is capable of appropriately performing his duties in auditing of the Company and therefore reappoint Mr. Yoshida as a candidate for Outside Audit & Supervisory Board Member.</p>	5,400
4	<p>Noriko Kaji (July 6, 1958) New appointment Outside Audit & Supervisory Board Member Independent Officer</p> <p>Term of office as an Audit & Supervisory Board Member at the conclusion of this Annual General Meeting of Shareholders: — year</p> <p>Attendance at meetings of the Audit & Supervisory Board during fiscal 2023: —</p>	<p>April 1981 Joined Osaka Regional Taxation Bureau</p> <p>July 2014 District Director, Higashinari Tax Office</p> <p>July 2016 Secretary, Osaka Training Center, National Tax College</p> <p>July 2018 District Director, Kishiwada Tax Office</p> <p>July 2019 Retired from the office of District Director, Kishiwada Tax Office</p> <p>August 2019 Registered as a Certified Public Tax Accountant Joined Kaji Ikuo Tax Accountant Office</p> <p>April 2023 Established Kaji Noriko Tax Accountant Office (to present)</p> <p>[Significant concurrent positions] Number of companies where she concurrently assumes office: 1 Representative, Kaji Noriko Tax Accountant Office [Reason for selection as a candidate for Outside Audit & Supervisory Board Member] Ms. Noriko Kaji has many years of experience with the Taxation Bureau and Tax Offices. We believe she is capable of appropriately performing her duties in auditing of the Company based on her insight as a specialist in taxation and accounting and therefore appoint Ms. Kaji as a candidate for Outside Audit & Supervisory Board Member.</p>	0

(Notes)

1. There are no special interests between the Company and each candidate for Audit & Supervisory Board Member.
2. Mr. Toshihiko Yoshida and Ms. Noriko Kaji are candidates for Outside Audit & Supervisory Board Member. The Company has notified Tokyo Stock Exchange, Inc. that Mr. Toshihiko Yoshida is an independent officer prescribed by the Exchange. In addition, the Company has also notified Tokyo Stock Exchange, Inc. that Ms. Noriko Kaji is an independent officer prescribed by the Exchange, subject to the approval of this proposal.
3. Mr. Toshihiko Yoshida serves as Outside Audit & Supervisory Board Member of the Company and will have served for eight (8) years at the conclusion of this General Meeting of Shareholders.
4. The Company has an agreement to limit the liability for damages as set forth in Article 423, Paragraph 1, of the Companies Act with Mr. Hidetoshi Shin and Mr. Toshihiko Yoshida. If the election of these candidates is approved, the Company intends to continue the same agreement with them. The limit of the liability under the contract shall be the amount prescribed by laws and regulations. In addition, if the election of Mr. Hirosuke Hamada and Ms. Noriko Kaji is approved, the Company intends to enter into the same agreement with them.
5. The Company has entered into a directors and officers liability insurance contract with an insurance company for its Directors, Audit & Supervisory Board Members and Executive Officers and the executives of the Company's subsidiaries as the insured persons. The insurance contract covers damages that may arise from liability of insured persons in the course of their performing their duties or damage claims received pertaining to the pursuit of said liability. Candidates who assume office as Audit & Supervisory Board Members will become the insured persons of said insurance. No part of the premiums will be borne by the insured persons. The Company plans to renew said insurance contract under the same terms and conditions during their terms of office.
6. Mr. Toshihiko Yoshida is from Sumitomo Mitsui Banking Corporation ("SMBC"), but more than 15 years have passed since he retired from SMBC in June 2008. In addition, Mr. Yoshida had been with Sanyo Special Steel Co., Ltd. ("Sanyo") since his retirement from SMBC, and retired from Sanyo in June 2016. Although the Company has business transactions with Sanyo, including sales of surface treatment to Sanyo and purchases of materials from Sanyo, the actual transaction amount for the fiscal year ended March 31, 2024, accounted for less than 0.1% of the Company's consolidated net sales and less than 0.1% of Sanyo's consolidated net sales. For these reasons, the Company's business relationship with Sanyo does not affect the independence of Mr. Yoshida as an Outside Audit & Supervisory Board Member of the Company.

[For reference] Composition of Directors and Audit & Supervisory Board Members after their election

If Proposals 2 is approved as proposed, the composition of Directors and Audit & Supervisory Board Members of the Company will be as follows:

Name	●: Male ○: Female	Outside Director	Areas of experience/expertise* especially expected by the Company							
			Corporate management/management strategy	Sales/marketing	Manufacturing/technology	Legal affairs/compliance	Finance/accounting	Internationality/diversity	Environment/social issues	
Directors	Noriyuki Mifune	●		●	●	●			●	
	Kazuya Kobayashi	●		●	●	●				●
	Nobuyuki Kuroki	●		●	●	●			●	
	Hiroshi Goto	●		●			●	●	●	
	Takayuki Yoshizumi	●		●	●	●			●	
	Toshimitsu Kamakura	●	●				●			●
	Keiko Takihara	○	●						●	●
	Yoko Sato	○	●					●	●	
	Kazuyuki Tomita	●	●	●		●				●
	Audit & Supervisory Board Members	Hidetoshi Shin	●		●	●	●			
Hirosuke Hamada		●		●				●	●	
Toshihiko Yoshida		●	●				●			
Noriko Kaji		○	●					●		

* The above table does not describe all of the experience and expertise possessed by each person.

[For reference] List of 13 Executive Officers (as of June 27, 2024)

The composition of Executive Officers of the Company after this General Meeting of Shareholders will be as follows:

Name	Serving also as Director	Positions, etc. (as expected at conclusion of this General Meeting of Shareholders)
Kazuya Kobayashi	●	Representative Director; President and Executive Officer
Nobuyuki Kuroki	●	Director; Deputy President and Executive Officer
Hiroshi Goto	●	Director; Managing Executive Officer, General Manager, Administrative Headquarters
Takayuki Yoshizumi	●	Director; Managing Executive Officer, General Manager, Sales Headquarters
Yuji Chiba		Managing Executive Officer; Representative Director and President, Japan Coating Center Co., Ltd.
Tatsuo Suizu		Executive Officer; General Manager, Tokyo Plant
Hiroyuki Aisaka		Executive Officer; General Manager, Quality Management Headquarters
Katsunori Nakai		Executive Officer; Division Manager, Personnel and General Affairs Division
Yasuki Nakahira		Executive Officer; General Manager, Overseas Business Headquarters
Takeshi Takabatake		Executive Officer; General Manager, Production Headquarters
Tatsuya Hamaguchi		Executive Officer; General Manager, Kitakyushu Plant
Hiroshi Murata		Executive Officer; General Manager, Akashi Plant
Takema Teratani		Executive Officer; General Manager of Thermal Spraying Technology R&D Laboratories