Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities Code: 6151

June 5, 2024

To Our Shareholders:

Akinobu Ogata Representative Director, President CEO **NITTO KOHKI CO., LTD.** 9-4, Nakaikegami 2-Chome, Ota-ku, Tokyo, Japan

# Notice of the 68th Annual General Meeting of Shareholders

We are pleased to announce the 68th Annual General Meeting of Shareholders of NITTO KOHKI CO., LTD. (the "Company"), which will be held as indicated below.

In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents for the General Meeting of Shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and has posted the information on the Company website. Please access the following website to view the information.

The Company's website: https://www.nitto-kohki.co.jp/ (in Japanese) (Access the above website, select "Investor Relations" and then, "Shareholders' Meeting" in order and confirm.)

In addition to posting the Electronic Provision Measures Matters on the Company website above, it is also posted on the website of Tokyo Stock Exchange (TSE) shown below.

TSE website (Listed Company Search):

https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

(Access the TSE website as shown above, enter "Nitto Kohki" in "Issue name (company name)" or the Company's securities code "6151" in "Code," and click "Search." Then, click "Basic information" and "Documents for public inspection/PR information." in order, and [Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting] under "Public Documents.")

If you are unable to attend the General Meeting of Shareholders, you may exercise your voting rights via the internet, etc. or in writing (by post) prior to the meeting. After examining the Reference Documents for General Meeting of Shareholders, exercise your voting rights by Friday June 21, 2024 at 5:15 p.m. (JST).

[Exercising voting rights via the internet, etc.]

Access our website for exercising voting rights specified by the Company (https://www.evoting.tr.mufg.jp/; in Japanese), and use the "Exercising voting rights code" and "password" that is displayed on the exercising voting rights form sent together with the notice for the General Meeting of Shareholders, and enter your decision to each proposal as directed by the screen by the deadline as shown above.

If you are exercising your voting rights using the internet, etc., please refer to the "Guide to Exercise Voting Rights Using the Internet, etc." (in Japanese version only).

[Exercising voting rights in writing (by post)]

Display your decision to each proposal on the exercising voting rights form, mail it back, making sure that it arrives before the deadline as shown above.

**1. Date and Time:** Monday, June 24, 2024, at 10:00 a.m. (JST)

(Reception starts at 9:00 a.m.)

**2. Venue:** Large conference room, first floor, headquarters of the Company

9-4, Nakaikegami 2-Chome, Ota-ku, Tokyo, Japan (Please refer to the "Venue Map" on the last page.)

#### 3. Purpose of the Meeting

# Matters to be reported

- 1. The Business Report and the Consolidated Financial Statements for the 68th fiscal year (from April 1, 2023 to March 31, 2024), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
- 2. The Non-consolidated Financial Statements for the 68th fiscal year (from April 1, 2023 to March 31, 2024)

#### Matters to be resolved

**Proposal No. 1:** Appropriation of Surplus **Proposal No. 2:** Election of Six (6) Directors

**Proposal No. 3:** Election of Two (2) Audit & Supervisory Board Members

**Proposal No. 4:** Election of One (1) Substitute Audit & Supervisory Board Member

## 4. Decisions in convening (information on exercising voting rights)

- (1) If the exercising voting rights form (by post) does not display a decision for a proposal, the decision will be treated as an agreement for said proposal.
- (2) If there are multiple voting rights exercised via the internet, etc., it will be handled so that the last voting rights exercised is effective.
- (3) If the decision was submitted by using both the internet, etc. and the exercising voting rights form (by post), regardless of the arrival date and time, it will be handled that the internet, etc. version is the effective exercising voting right.
- (4) When exercising voting rights by proxy, one shareholder that holds voting rights can be assigned as a proxy and attend the General Meeting of Shareholders. However please note that documents verifying the proxy must be submitted.
- (1) When you attend the meeting, you are kindly requested to present the exercising voting rights form at the reception at the meeting.
- (2) If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on the Company's website and the TSE website above.
- (3) No gift will be provided for the shareholders who attend the General Meeting of Shareholders. Your understanding would be appreciated in this regard.

### Reference Documents for General Meeting of Shareholders

# **Proposal No. 1:** Appropriation of Surplus

The Company proposes the appropriation of surplus as follows.

# 1. Year-end dividends

The Company has given consideration to the business performance of the current fiscal year and future business environment, and it proposes to pay year-end dividends for the 68th fiscal year as follows:

- (1) Type of dividend property To be paid in cash.
- (2) Allotment of dividend property and their aggregate amount
  The Company proposes to pay a dividend of \$15.0 per common share of the Company.
  In this event, the total dividends will be \$283,715,505.
- (3) Effective date of dividends of surplus
  The effective date of dividends will be June 25, 2024.

# 2. Other appropriation of surplus

In order to provide stable return of profits while maintaining the flexibility to respond to changes in the future business environment, the Company proposes other appropriation of surplus as follows.

- (1) Item of surplus to be increased and amount of increase Retained earnings brought forward \$\frac{\text{\tin\text{\texit{\text{\text{\text{\text{\texi}\text{\text{\text{\text{\text{\text{\texi{\texi{\texi{\texi{\texi{\texi{\texi{\texi{\texi}\texi{\tex{\texi{\texi{\texi{\texi{\texi{\texi{\texi{\texi{\texi{\texi{\tex
- (2) Item of surplus to be decreased and amount of decrease Reserve for dividend equalization \$\frac{\pma}{2}20,000,000\$

  General reserve \$\frac{\pma}{4}4,000,000,000\$

# Proposal No. 2: Election of Six (6) Directors

At the conclusion of this meeting, the terms of office of all six (6) Directors will expire. Therefore, the Company proposes to elect six (6) Directors.

The candidates for Director are as follows:

	dates for Birector are as for		T	1	I
Candidate No.	Name	Gender	Current position in the Company	Туре	Attendance at Board of Directors meetings (FY2023)
1	Akinobu Ogata	Male	Representative Director, President CEO President, Executive Officer	Reelection	13/13 (100%)
2	Yoko Takata	Female	Director	Reelection	13/13 (100%)
3	Kenji Mori	Male	Director Senior Managing Executive Officer	Reelection	12/13 (92%)
4	Yasuo Nakagawa	Male	Outside Director	Reelection Outside Independent	12/13 (92%)
5	Mitsuru Komiyama	Male	Outside Director	Reelection Outside Independent	13/13 (100%)
6	Masaji Santo	Male	Outside Director	Reelection Outside Independent	10/10 (100%)

Reelection Candidate for reelection as Director
Outside Candidate for Outside Director

Independent Independent officer as provided for by the Tokyo Stock Exchange

Name	Career Sun	Number of the		
	(=1, 1, 2, 1,	Company's Shares		
,			Owned	
	Apr. 1978 Nov. 2003 Apr. 2010	General Manager, Machinery Department of Huston Branch of Mitsubishi International Corporation Senior Vice President, General Manager of New Energy & Power Generation Div. of		
	Apr. 2012	Senior Vice President, General Manager of Environment & Infrastructure Business Div. of		
Akinobu Ogata (August 21, 1954)	July 2012	Senior Vice President, Senior Assistant to Group CEO of Global Environment & Infrastructure Business Development Group of		
Attendance at Board of Directors meetings 13/13 (100%)	July 2013	Senior Vice President, Senior Assistant to Group CEO of Global Environmental & Infrastructure Business Group of Mitsubishi	36,400	
	Apr. 2015	Executive Vice President of Lithium Energy Japan		
	Apr. 2018	•		
	June 2018	Representative Director, President CEO of the Company		
	Apr. 2019	President, Executive Officer, Chief Administrative Officer of the Company		
	Apr. 2020	Representative Director, President CEO, President, Executive Officer of the Company		
FD C ' (' 1'	14 C D: 4	u /		
			eration husiness	
_	-			
	May 1979	Director of NIKKI CO., LTD.		
Yoko Takata (January 31, 1955)	1NOV. 1990	Technology Foundation (later changed from an incorporated foundation to a public interest incorporated foundation under the same name)		
Attendance at Board of Directors meetings	June 2007	(present) Audit & Supervisory Board Member of the	646,079	
13/13 (100%)	May 2009	Representative Director, President of NIKKI CO., LTD. (present)		
	June 2010	Director of the Company (present)		
	• •		-	
the perspective of major sharehold she may continue to play an impo	ders and women.	Accordingly, the Company requests her reelection	as Director so that	
	(August 21, 1954) Reelection Attendance at Board of Directors meetings 13/13 (100%)  [Reasons for nomination as candi Akinobu Ogata has served in imp and environment & infrastructure possesses expert knowledge in th the Company judges him suitable management and decision-making  Yoko Takata (January 31, 1955) Reelection Attendance at Board of Directors meetings 13/13 (100%)  [Reasons for nomination as candi Yoko Takata has been engaged for extensive discernment related to a for decision-making on important the perspective of major sharehole	Reasons for nomination as candidate for Director Akinobu Ogata has served in important positions i and environment & infrastructure business at tradi possesses expert knowledge in these fields and ext the Company judges him suitable for the position management and decision-making on important matters for the Company judges him suitable for the position of Directors meetings 13/13 (100%)  [Reasons for nomination as candidate for Director Akinobu Ogata has served in important positions i and environment & infrastructure business at tradi possesses expert knowledge in these fields and ext the Company judges him suitable for the position of management and decision-making on important management and lecision-making on important matters for Directors meetings 13/13 (100%)  [Reasons for nomination as candidate for Director Yoko Takata has been engaged for many years in the extensive discernment related to management. She for decision-making on important matters for the Cothe perspective of major shareholders and women. She may continue to play an important role in the cothe perspective of major shareholders and women.	(Date of Birth)  (Significant Concurrent Positions outside the Company)  Apr. 1978  Apr. 1978  Joined Mitsubishi Corporation  Nov. 2003  General Manager, Machinery Department of Huston Brunch of Mitsubishi International Corporation  Apr. 2010  Apr. 2010  Apr. 2010  Apr. 2012  Senior Vice President, General Manager of New Energy & Power Generation Div. of Mitsubishi Corporation  Apr. 2012  Senior Vice President, General Manager of Environment & Infrastructure Business Div. of Mitsubishi Corporation  Akinobu Ogata  (August 21, 1954)  Reelection  Altendance at Board of July 2013  Directors meetings  13/13 (100%)  Apr. 2015  Apr. 2015  Apr. 2016  Apr. 2016  Apr. 2018  Apr. 2016  Apr. 2018  Apr. 2019  Apr. 2018  Apr. 2019  Apr. 2019  President, Executive Officer, Chief Administrative Officer, Chief Administrative Officer of the Company  Apr. 2020  Apr. 2020  Representative Director, President CEO of the Company  Apr. 2020  Apr. 2020  Apr. 2020  Representative Officer, Chief Administrative Officer, Chief Administrative Officer of the Company  (present)  Reasons for nomination as candidate for Director  Akinobu Ogata has served in important positions in departments related to new energy & power gen and environment & infrastructure business at trading companies which operate businesses across the possesses expert Knowledge in these fields and extensive discernment into global business managem the Company judges him suitable for the position of Director, where he will play an important role in management and decision-making on important matters for the Company, and requests his reelection  Apr. 2000  Apr. 2010  Apr. 2010	

G 11.1	N	Career St	Number of the	
Candidate	Name		Company's Shares	
No.	(Date of Birth)	(Significa	Company ant Concurrent Positions outside the Company)	Owned
		Apr. 1986	Joined the Company	
		June 2005	Executive Officer, General Manager, CUPLA	
			Business Div. of the Company	
		June 2007	Representative Director, President of NITTO	
			KOHKI COUPLING (THAILAND) CO., LTD.	
		Apr. 2009	General Manager, CUPLA Business Div. of the	
			Company	
		Apr. 2011	General Manager, Corporate Planning H.Q. of the Company	
		Jan. 2012	Representative Director, President of NITTO	
			KOHKI (THAILAND) CO., LTD.	
		Apr. 2013	Executive Officer, General Manager,	
			Administrative H.Q. of the Company	
			Representative Director, President of NITTO	
	Kenji Mori		KOHKI INDUSTRY (THAILAND) CO., LTD.	
	(July 21, 1962)	Apr. 2014	Executive Officer, General Manager, Products	
	Reelection Attendance at Board of Directors meetings 12/13 (92%)	1 2015	H.Q. of the Company	10,500
		June 2015	Director, Chief Technical Officer, General	10,300
		June 2018	Manager, Products H.Q. of the Company Director, Chief Production Officer, General	
3		Julie 2018	Manager, Production H.Q. of the Company	
		Apr. 2019	Director, Executive Managing Officer, Chief	
		11pi: 2019	Technical Officer, General Manager, Production	
			H.Q. of the Company	
		Apr. 2020	Director, Executive Managing Officer, Chief	
			Administrative Officer of the Company	
		Apr. 2021	Director, Executive Managing Officer, Chief	
			Administrative Officer, Chief IR Officer of the	
			Company	
		Apr. 2022	Director, Senior Managing Executive Officer,	
			Chief Administrative Officer, Chief IR Officer	
		. 2024	of the Company	
		Apr. 2024	Director, Senior Managing Executive Officer,	
			Chief Administrative Officer, Chief DX Officer of the Company (present)	
	[Reasons for nomination as cand	I idate for Direct		
	2		orj s Division of the Company, Kenji Mori has served as	s General Manager
			ive H.Q., the Products H.Q., and the Production H.Q	_
			ging Executive Officer and Chief Administrative Off	
				6. 1.1

expert knowledge and abundant on-the-ground experience, especially in the development and production fields. Accordingly, the Company requests his reelection as Director.

Candidate	Name	Career St	Career Summary, and Position and Responsibility in the Company			
No.	(Date of Birth)	(S::£	Company's Shares Owned			
		1	(Significant Concurrent Positions outside the Company)			
		Apr. 1970	Registered as an attorney at law with Daiichi			
			Tokyo Bar Association			
			Joined Kuriyama & Fukuda Law Office			
			(currently Nakagawa & Yamakawa Law Office)			
	Yasuo Nakagawa	Nov. 1990	Councilor of The MIKIYA Science And			
	(December 5, 1943)		Technology Foundation (later changed from an			
	Reelection		incorporated foundation to a public interest			
	Outside		incorporated foundation under the same name)	20.700		
	Independent	Mar. 2003	Outside Audit & Supervisory Board Member of	20,700		
	Attendance at Board of		TAKAHASHI CURTAIN WALL			
	Directors meetings		CORPORATION (present)			
	12/13 (92%)	June 2005	Outside Director of the Company (present)			
		Jan. 2006	Nakagawa & Yamakawa Law Office (present)			
4		July 2010	Outside Director of Leading Resorts			
			Development Specific Purpose Company			
			(present)			
	[Reasons for nomination as cand	idate for Outsic	le Director and overview of expected role]			
	Yasuo Nakagawa possesses abur	dant experience	e and expert knowledge in corporate and international	al law as an		
	attorney at law. While actively o	ffering his opin	on from his expert viewpoint based on his abundant	knowledge and		
	experience, he has fulfilled his role of ensuring the appropriateness and properness of decision making through					

Yasuo Nakagawa possesses abundant experience and expert knowledge in corporate and international law as an attorney at law. While actively offering his opinion from his expert viewpoint based on his abundant knowledge and experience, he has fulfilled his role of ensuring the appropriateness and properness of decision making through providing supervision and advice from his position as an expert, particularly regarding measures for responding to legal risks in overseas businesses. In this way, he has been carrying out supervision of business execution and providing advice on the Company management from an objective standpoint as a legal expert. Accordingly, the Company requests his reelection as Outside Director. In addition, if he is elected, as chairman of the Nomination and Remuneration Committee, the Company plans to have him lead the oversight function in the processes for nominating officer candidates and determining officer remuneration from an objective and neutral position. At the conclusion of this meeting, Yasuo Nakagawa's tenure as Outside Director of the Company will have been nineteen (19) years.

		Aug. 1977	Joined Peat, Marwick, Mitchell & Co. (currently KPMG AZSA LLC), Tokyo	
	Mitsuru Komiyama (July 28, 1954) Reelection Outside Independent Attendance at Board of Directors meetings 13/13 (100%)	July 1981	Joined Peat, Marwick, Mitchell & Co. (currently KPMG AZSA LLC), LA	
		Nov. 1984	Established Komiyama & Co. CPAs, Head (present)	
		July 1998	Director of The Japanese Institute of Certified Public Accountants	6,600
		July 2001	Managing Director of The Japanese Institute of Certified Public Accountants	
		Jan. 2007	Executive Representative Partner of Azabu Partners Tax & Accounting Co. (present)	
		July 2010	Deputy President of The Japanese Institute of Certified Public Accountants	
5		June 2015	Outside Director of the Company (present)	

[Reasons for nomination as candidate for Outside Director and overview of expected role]

Mitsuru Komiyama possesses abundant experience and expert knowledge as a certified public accountant. He also has experience in important position in The Japanese Institute of Certified Public Accountants. While actively offering his opinion from his expert viewpoint based on his abundant knowledge and experience, he has fulfilled his role of ensuring the appropriateness and properness of decision making through providing supervision and advice from his position as an expert, particularly regarding the strengthening of the financial robustness of the Group and the improvement of governance in group companies including overseas companies. In this way, so that the Company can have him use his abundant experience and expert knowledge related to corporate accounting, corporate auditing, and compliance to carry out supervision of business execution and provide advice on the management of the Company from an objective standpoint, the Company requests his reelection as Outside Director. In addition, if he is elected, as a member of the Nomination and Remuneration Committee, the Company plans to have him carry out the oversight function in the processes for nominating officer candidates and determining officer remuneration from an objective and neutral position. At the conclusion of this meeting, Mitsuru Komiyama's tenure as Outside Director of the Company will have been nine (9) years.

Candidate No.	Name (Date of Birth)		Career Summary, and Position and Responsibility in the Company			
	,		ant Concurrent Positions outside the Company)	Owned		
		Apr. 1981	Joined Mitsubishi Corporation			
		Apr. 2009	President of Mitsubishi Chile Limitada			
		Apr. 2012	Executive Officer of Mitsubishi Corporation,			
			President of Mitsubishi Chile Limitada			
		July 2012	Executive Officer, General Manager of			
			Environment & Infrastructure Business Div. of			
			Mitsubishi Corporation			
		Apr. 2015	Executive Officer, General Manager of			
			Infrastructure Business Div. of Mitsubishi			
	Masaji Santo		Corporation			
	(October 21, 1957)	Apr. 2016	Executive Officer of the Regional Headquarters			
	Reelection		for Central and South America (located in			
	Outside		Brazil) of Mitsubishi Corporation	400		
	Independent	Apr. 2017	Vice President and Executive Officer of	400		
	Attendance at Board of		Chiyoda Corporation			
	Directors meetings	June 2017				
6	10/10 (100%)		Chiyoda Corporation			
		June 2021	President of Engineering Advancement			
			Association of Japan			
		Apr. 2022	Director and Special Advisor to Chiyoda			
			Corporation			
		July 2022	Special Advisor to Chiyoda Corporation			
		Jan. 2023	Outside Director of WELLNEO SUGAR Co.,			
		T 1 0000	Ltd. (present)			
		Feb. 2023	Special Advisor to the Company			
		June 2023	Outside Director of the Company (present)			
	[Reasons for nomination as candidate for Outside Director and overview of expected role]					
			shi Chile Limitada, Executive Officer of Mitsubishi	•		
			l is familiar with a wide range of corporate managem			
		_	ge he has for the overall global management, we exp	-		
			anding the Company and reflecting it on the Compan			
		-	t role, and therefore the Company requests his reelective saji Santo's tenure as Outside Director of the Compa			
	Director. At the conclusion of the	ns meeting, Mas	santo's tenure as Outside Director of the Compa	ny win nave been		

Notes:

- 1. There is no special interest between any of the candidates and the Company.
- 2. Yasuo Nakagawa, Mitsuru Komiyama, and Masaji Santo are candidates for Outside Director. The Company has submitted notification to the Tokyo Stock Exchange for Yasuo Nakagawa, Mitsuru Komiyama, and Masaji Santo that they have been designated as independent officers as provided for by the aforementioned exchange.
- 3. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3 paragraph (1) of the Companies Act with an insurance company. The details of the insurance policy are described in the Business Report (in Japanese only). If the election of the candidates for Director is approved, they will continue to be included within the insured persons of the insurance policy. Moreover, the Company intends to renew the policy with the same policy details when the next renewal is due.

# **Proposal No. 3:** Election of Two (2) Audit & Supervisory Board Members

At the conclusion of this meeting, the terms of office of Audit & Supervisory Board Members Hirohisa Kagami and Hisashi Shinozuka will expire. Therefore, the Company proposes to elect two (2) Audit & Supervisory Board Members.

The consent of the Audit & Supervisory Board has been obtained for this proposal.

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

Candidate No.	Name (Date of Birth)	Care (Significa	Number of the Company's Shares				
No	(Date of Birth)  Hirohisa Kagami (July 13, 1954) Reelection Outside Independent Attendance at Board of Directors meetings 13/13 (100%) Attendance at Audit & Supervisory Board meetings 13/13 (100%)	Apr. 1983 Apr. 1995 Oct. 2001 June 2008 Apr. 2010 Nov. 2012 June 2013 Sept. 2013	Appointed as a judge (Judge at Tokyo District Court, etc.) Registered as an attorney at law with Tokyo Bar Association Established and Partner of Nishiuchi & Kagami Law Office Outside Audit & Supervisory Board Member of the Company (present) Part-time Lecturer at Keio University Law School Outside Auditor of Welcia Holdings Co., Ltd. Outside Auditor of BML, Inc. Head of Kagami Law Office (present)	Owned 7,30			
	Reasons for nomination as candidate for Outside Audit & Supervisory Board Member]  Although Hirohisa Kagami has not been involved in company management other than by the method of serving as Outside Audit & Supervisory Board Member, he possesses expert legal knowledge as an attorney at law and the Company requests his election as Outside Audit & Supervisory Board Member so that this may be utilized in the Company's management. At the conclusion of this meeting, Hirohisa Kagami's tenure as Audit & Supervisory Board Member of the Company will have been sixteen (16) years.						
2	Hisashi Shinozuka (July 16, 1954) Reelection Outside Independent Attendance at Board of Directors meetings 13/13 (100%) Attendance at Audit & Supervisory Board meetings 13/13 (100%)	Apr. 1978 July 1997 May 2005  Apr. 2007 Apr. 2012  June 2013  Apr. 2016  June 2017 June 2020	Joined Komatsu Ltd.  Vice President of Komatsu Latin America Corp. General Manager, The Americas & European Business, Construction & Mining Equipment Marketing Division of Komatsu Ltd. President and COO of Komatsu America Corp. Senior Executive Officer (Jomu), President, Construction & Mining Equipment Marketing Division of Komatsu Ltd. Director, Senior Executive Officer (Jomu), President, Construction & Mining Equipment Marketing Division of Komatsu Ltd. Director, Senior Executive Officer (Senmu), President, Construction & Mining Equipment Marketing Division of Komatsu Ltd. Advisor of Komatsu Ltd. Outside Director of JSP Corporation (present) Outside Audit & Supervisory Board Member of	2,40			
	the Company (present)  [Reasons for nomination as candidate for Outside Audit & Supervisory Board Member]  Hisashi Shinozuka possesses abundant experience, achievements, and extensive discernment cultivated through his engagement in corporate management over many years at manufacturers which operate businesses across the globe and the Company requests his election as Outside Audit & Supervisory Board Member so that he may leverage them in the management of the Company.  At the conclusion of this meeting, Hisashi Shinozuka's tenure as Audit & Supervisory Board Member of the Company will have been four (4) years.						

Reelection Candidate for reelection as Audit & Supervisory Board Member
Outside Candidate for Outside Audit & Supervisory Board Member
Independent Independent officer as provided for by the Tokyo Stock Exchange

Notes:

- 1. There is no special interest between Hirohisa Kagami and Hisashi Shinozuka and the Company.
- 2. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3 paragraph (1) of the Companies Act with an insurance company. The details of the insurance policy are described in the Business Report (in Japanese only). If the election of the candidates for Audit & Supervisory Board Member is approved, they will continue to be included within the insured person of the insurance policy. Moreover, the Company intends to renew the policy with the same policy details when the next renewal is due.

### <Reference>

Independence Criteria for Outside Officers of the Company

- (1) The independence criteria for outside officers of the Company shall comply with the requirements for an independent officer as provided for by Tokyo Stock Exchange, Inc.
- (2) The supplemental items for the independence criteria are provided as follows:
  - (i) A person who executes business refers to an executive director, executive officer, executive, or other employee, etc.
  - (ii) A person/entity for which the Group is a major client refers to a person/entity who receives payments from the Group amounting to at least the higher of either 2% of their consolidated net sales or ¥100 million.
  - (iii) A major client of the Group refers to a client that makes payments to the Group amounting to at least the higher of either 2% of the Group's consolidated net sales or ¥100 million.
  - (iv) A large amount of money refers to an amount of ¥10 million or higher per year.

Skill matrix of Directors and Audit & Supervisory Board Members of the Company

Name	Position in the Company	Corporate manage- ment	Engineering and production	Sales and marketing	Legal affairs and compli- ance	Finance and account- ing	Inter- nationality	ESG
Akinobu Ogata	Representative Director, President CEO President, Executive Officer	•		•			•	•
Yoko Takata	Director	•						•
Kenji Mori	Director Senior Managing Executive Officer	•	•					•
Yasuo Nakagawa	Outside Director				•		•	•
Mitsuru Komiyama	Outside Director					•	•	•
Masaji Santo	Outside Director	•		•			•	•
Yutaka Nishida	Audit & Supervisory Board Member					•		•
Hirohisa Kagami	Outside Audit & Supervisory Board Member				•			•
Hisashi Shinozuka	Outside Audit & Supervisory Board Member	•		•			•	•

<sup>\*</sup> Particular areas expected of each person are presented.

<sup>\*</sup> The above table does not represent all of the knowledge and experience possessed by each person.

## **Proposal No. 4:** Election of One (1) Substitute Audit & Supervisory Board Member

The Company proposes the election of one (1) substitute Audit & Supervisory Board Member to be ready to fill a vacant position should the number of Audit & Supervisory Board Members fall below the number required by laws and regulations.

The validity of this election can be nullified by resolution of the Board of Directors if the consent of the Audit & Supervisory Board has been obtained; provided, however, that it is only in a time before assuming office.

The consent of the Audit & Supervisory Board has been obtained for submission of this proposal.

The candidate for substitute Audit & Supervisory Board Member is as follows:

Name (Date of Birth)	(S:	Number of the Company's Shares Owned	
Hideo Yamada (January 23, 1952)	Apr. 1984 Apr. 1992 May 1998 Mar. 2009 Apr. 2014	Registered as an attorney at law with Daini Tokyo Bar Association Established Yamada Hideo Law Office (current Yamada Ozaki Law Office) (present) Outside Auditor of Taiyo Chemical Industry Co. Ltd. (present) External Director of Hulic Co., Ltd. (present) Vice President of Japan Federation of Bar Associations	Owned
Outside Independent	June 2015  June 2016  June 2023	Chairman of Daini Tokyo Bar Association External Director of SATO HOLDINGS CORPORATION (present) Chairman of Akiko Tachibana Memorial Foundation (present) Outside Director of MIKUNI CORPORATION (present) External Director of YOSHIMOTO KOGYO HOLDINGS CO., LTD. (present)	

[Reasons for nomination as candidate for substitute Outside Audit & Supervisory Board Member]

Although Hideo Yamada does not have prior experience of being involved in company management other than by the method of serving as an outside officer, he possesses abundant experience and expert knowledge with respect to corporate legal affairs and general civil practice as an attorney. In addition, he cultivated the abundant experience and broad discernment through his experience successively serving in important positions in the Japan Federation of Bar Associations and the Daini Tokyo Bar Association. Accordingly, the Company requests his election as substitute Outside Audit & Supervisory Board Member because it expects him to utilize his experience and discernment in the management of the Company in the case he assumes the position of Audit & Supervisory Board Member.

Outside Independent Candidate for Outside Audit & Supervisory Board Member Independent officer as provided for by the Tokyo Stock Exchange

Notes:

- 1. There is no special interest between Hideo Yamada and the Company.
- 2. Hideo Yamada is a candidate for substitute Outside Audit & Supervisory Board Member.
- 3. Since Hideo Yamada satisfies requirements for independent officer as provided for by the Tokyo Stock Exchange, the Company, if he assumes office of Audit & Supervisory Board Member, will submit notification to the Tokyo stock Exchange that he is to be designated as an independent officer.
- 4. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3 paragraph (1) of the Companies Act with an insurance company. The details of the insurance policy are described in the Business Report (in Japanese only). If this proposal is approved and adopted, and Hideo Yamada assumes the office as Audit & Supervisory Board Member, the candidate will be included as an insured in the policy. Moreover, the Company intends to renew the policy with the same policy details when the next renewal is due.