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Securities Code: 6277

December 3, 2025

(Start date of Electronic Provision Measure: November 26, 2025)

To Our Shareholders

1-9, Shodaitajika, Hirakatashi, Osaka

**HOSOKAWA MICRON  
CORPORATION**

Representative Director, President,

Chief Executive Officer

Kohei HOSOKAWA

## **Notice of the 81st Annual General Meeting of Shareholders**

The Company would hereby like to announce the Company's 81st Annual General Meeting of Shareholders as described below.

As the convocation of this annual general meeting adopts the electronic provision measure, the notice Matters on Electronic Provision Measure is published on the company's website in the "Notice of the 81st Annual General Meeting of Shareholders" and "Other Matters on Electronic Provision Measure (Matters on Omission of Issued Documents)."

Our website

<https://www.hosokawamicron.co.jp/jp/ir/share/meeting.html>



In addition, the information is also posted on the Internet on the website of the Tokyo Stock Exchange (TSE).

Please access the TSE website, enter and search for the Company's name or securities code (6277), select "Basic Information" and then "Public Documents/PR Information" and confirm.

TSE website (Listed Company Search)

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>



**In lieu of attendance at the meeting on the date, you may also exercise your voting rights in writing or via the Internet. We kindly request you to read the Reference Document for the Annual General Meeting of Shareholders included in the Matters on Electronic Provision Measures, exercise your voting rights in accordance with the "Guide on How to Exercise Your Voting Rights" on page 3, and return it no later than the end of business at 5 p.m. on Wednesday, December 17, 2025.**

Sincerely yours,

## Details

1. **Date and Time:** Thursday, December 18, 2025 at 10 a.m.
2. **Venue:** 1-9, Shodaitajika, Hirakatashi, Osaka  
HOSOKAWA MICRON CORPORATION Headquarters  
Building, 12th floor
3. **Purpose of the Meeting**
  - Matters to be reported**
    1. The business report, the consolidated financial statements and the results of consolidated financial statement audits by the Accounting Auditor and the Board of Corporate Auditors for the 81st business period (October 1, 2024, to September 30, 2025)
    2. The non-consolidated financial statements for the 81st business period (October 1, 2024, to September 30, 2025)

### **Matters to be resolved**

- Proposal 1:** Appropriation of Retained Earnings
- Proposal 2:** Election of Eight (8) Directors
- Proposal 3:** Election of One (1) alternate Audit & Supervisory Board Member

End

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- When you attend the meeting, we request that you submit the enclosed voting form to the receptionist at the venue. To conserve resources, please bring the Notice of Annual General Meeting of Shareholders.
  - Regarding this Annual General Meeting of Shareholders, the Company will uniformly send out a document containing the Matters Regarding Electronic Provision Measure, regardless of whether or not a request for delivery of the document has been made. Among the Matters Regarding Electronic Provision Measure, the following items are not included in the document to be sent pursuant to the provisions of laws and regulations and Article 15 of the Articles of Incorporation of the Company.
    - (1) Consolidated financial statements (Consolidated statement of changes in equity and notes to consolidated financial statements)
    - (2) Non-consolidated financial statements (Statement of changes in equity and notes to non-consolidated financial statements)
- Therefore, the consolidated financial statements and non-consolidated financial statements included in this document are part of the subject documents audited by the accounting auditor in preparing the results of the accounting audit and by the corporate auditor in preparing the audit report.
- If any amendments are made to the Matters on Electronic Provision Measures, you will be notified via a notice on the respective websites where the information is posted.

## Guide on How to Exercise Your Voting Rights

Voting rights may be exercised by any of the three methods below.

Please review the Reference Document for the Annual General Meeting of Shareholders included in the Matters on Electronic Provision Measures, and exercise your rights.

### When you attend Annual General Meeting of Shareholders

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Please submit the enclosed voting form to the receptionist at the venue.

To conserve resources, please bring the Notice of Annual General Meeting of Shareholders.

**Date**

Thursday, December 18, 2025 at 10 a.m. (Reception opens at 8:30 a.m.)

### When you exercise your voting rights using the voting form

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Please indicate “for” or “against” on each agenda item on the voting form enclosed herewith, and post it without affixing a stamp.

When there is no indication of “for” or “against,” it will be considered as “for.”

**Exercise  
period**

No later than 5 p.m. on Wednesday, December 17, 2025

### When you conduct online voting

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Access “Voting Right Exercise Website” via a smartphone, computer, etc., and indicate “for” or “against” on each agenda item following the guidance on screen.

For more details, please refer to “How to Do Online Voting” on the following page.

**Exercise  
period**

No later than 5 p.m. on Wednesday, December 17, 2025

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- When voting rights are exercised both by mail and via the Internet, etc., the vote cast via the Internet, etc. will be treated as the valid exercise of voting rights. In addition, if the voting rights are exercised more than once via the Internet, etc., the last exercise of voting rights shall be treated as the valid exercise of voting rights.
  - Expenses related to the Internet (connection fees, communication charges, etc.) shall be borne by the shareholder.
  - It may not be available depending on the Internet environment, the service subscribed to, or the PC model in use.

## **Reference Documents for the General Meeting of Shareholders**

### **Proposal 1: Appropriation of Retained Earnings**

Our basic policy is to provide stable profit returns to our shareholders while reflecting changes in our business performance, under the management target of achieving a total return ratio of 50% or more. With respect to the year-end dividend for the current fiscal year, in line with our basic policy on shareholder returns, we propose a dividend of 60 yen per share.

#### **Matters concerning the year-end dividend**

[1] Type of dividend assets

It shall be cash.

[2] Matters Concerning the allocation of dividend assets and the total amount  
60 yen per share of the Company's common stock

The total amount of dividends in this case will be 880,835,280 yen.

[3] Effective date of the dividend of surplus

December 19, 2025

## Proposal 2: Election of Eight (8) Directors

The terms of all eight (8) Directors will expire at the conclusion of this General Meeting of Shareholders. Therefore, the Company proposes the election of eight (8) Directors.

The candidates for Directors are as follows:

No.	Name		Gender	Current position and responsibilities at the Company	Board of Directors Meeting Attendance
1	Kohei HOSOKAWA	Reappointment	Male	Representative Director, President Chief Executive Officer	18/18 (100%)
2	Tetsuya INOUE	Reappointment	Male	Director, Vice President, Vice Executive Officer, Administration, IR and Sustainability Promotion	18/18 (100%)
3	Akira WATANABE	New appointment	Male	Operating Officer, Deputy Head of Domestic Business Operation, Division Manager of Powder Processing System Div.	-
4	Masato INAMORI	New appointment	Male	Operating Officer, Head of Overseas Business Operation, Division Manager of Global Strategy Div.	-
5	Yukari SATO	Reappointment Outside Independent	Female	Director	18/18 (100%)
6	Atsuko SHIMOSAKA	Reappointment Outside Independent	Female	Director	18/18 (100%)
7	Tetsuo HOSHIYA	Reappointment Outside Independent	Male	Director	18/18 (100%)
8	Kiyohisa IWANAMI	New appointment Outside Independent	Male	-	-

Number	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
1	Kohei HOSOKAWA Born on February 8, 1984 (male)  Reappointment	<p>April 2009      Joined the Company</p> <p>July 2009      Test Center, Technology Development Department, Sales Division, Osaka Headquarters</p> <p>October 2011   The Powder Technology Research Institute</p> <p>March 2014      Completed Doctor's Program of Material Science Course, Division of Materials and Manufacturing Science, Graduate School of Engineering, Osaka University</p> <p>October 2014   Stationed at Hosokawa Alpine Aktiengesellschaft (Germany)</p> <p>October 2017   Stationed at Hosokawa Micron International Inc., Vice President (U.S.A.)</p> <p>October 2018   Operating Officer, Assistant Division Director of Powder Processing System Division, Senior General Manager of Technology</p> <p>October 2019   Vice President &amp; Operating Officer, Business Management, in charge of Hosokawa Kaizen Team</p> <p>December 2019      Representative Director, Vice President, Vice Executive Officer, Business Management, in charge of Hosokawa Kaizen Team</p> <p>October 2020   Representative Director, Vice President, Vice Executive Officer, Business Management, in charge of Hosokawa Kaizen Team, Divisional Manager of International Administration Division</p> <p>May 2021      Representative Director, President, Chief Executive Officer, Business Management, in charge of Hosokawa Kaizen Team, Divisional Manager of International Administration Division</p> <p>October 2021   Representative Director, President, Chief Executive Officer, Divisional Manager of International Administration Division</p> <p>October 2024   Representative Director, President, Chief Executive Officer, in charge of International Business</p> <p>October 2025   Representative Director, President, Chief Executive Officer (current)</p> <p><b>Reasons for nominating as candidate for Director</b> Through his experience in the Research and Development and Technology departments and group companies in Europe and the U.S., he has accumulated knowledge and skills related to general management issues. In addition, he has a wide range of insight in powder technology and a broad perspective and a strong ability to take action as a member of the founder's family. Since his inauguration as Representative Director and President in May 2021, he has been supervising overall management of the Company and demonstrating leadership in the domains of technology research and development as well as technology development and business improvement in our Group. From the standpoint of ensuring the sustainable growth of the Company and enhancing its medium- to long-term corporate value, he is nominated for reappointment as a Director in order to further strengthen the effectiveness of the Board of Directors' decision-making and supervisory functions.</p>	258,310 shares

Number	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
2	Tetsuya INOUE Born on December 3, 1963 (male)  Reappointment	<p>April 1986      Joined the Company</p> <p>April 2004      Operating Officer, Assistant Division Director of Finance &amp; Accounting Division</p> <p>October 2010    Managing Executive Officer, Division Director of Finance &amp; Accounting Division</p> <p>December 2011            Director &amp; Managing Executive Officer, Division Director of Finance &amp; Accounting Division, General Manager of Finance Department</p> <p>October 2014    Director &amp; Managing Executive Officer, General Affairs &amp; Finance Operations, Division Director of Finance &amp; Accounting Division</p> <p>October 2017    Director &amp; Managing Executive Officer, General Affairs &amp; Finance Operations</p> <p>April 2020       Director, Vice President, Vice Executive Officer, General Affairs &amp; Finance Operations</p> <p>October 2020    Director, Vice President, Vice Executive Officer, Administrative Operations, Division Director of Management Strategy Division</p> <p>October 2021    Director, Vice President, Vice Executive Officer, Administrative Op.</p> <p>October 2024    Director, Vice President, Vice Executive Officer, in charge of Management and Sustainability</p> <p>October 2025    Director, Vice President, Vice Executive Officer, in charge of Management, IR and Sustainability (current)</p> <p><b>Reasons for nominating as candidate for Director</b> He has played an active role mainly in accounting and finance- related operations within the administrative division of the Company and its overseas group companies, and has accumulated extensive experience and achievement. He possesses broad knowledge and extensive practical experience that enable him to appropriately carry out policy decisions and management related to consolidated operations. From the standpoint of ensuring the sustainable growth of the Company and enhancing its medium- to long-term corporate value, he is nominated for reappointment as a Director in order to further strengthen the effectiveness of the Board of Directors' decision-making and supervisory functions.</p>	18,400 shares

Number	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	Akira WATANABE Born on March 31, 1977 (male)  New appointment	<p>April 2002      Joined the Company</p> <p>October 2020    General Manager of Technical Development Department, Powder Technology Research Institute</p> <p>October 2021    Deputy Director of Powder Technology Research Institute</p> <p>October 2023    Operating Officer, Assistant Division Director of Powder Processing System Division</p> <p>October 2024    Operating Officer, Director of Powder Processing System Division</p> <p>October 2025    Operating Officer, Deputy Head of Domestic Business Operation, Division Manager of the Powder Processing System Division (current)</p> <p><b>Reasons for nominating as candidate for Director</b> He has extensive experience and insight in the research and development of new products and new technologies within the Company. In addition, as Chairperson of the International R&amp;D Conference, he has been leading technological development across the entire group. From the standpoint of ensuring the sustainable growth of the Company in field of technological development and enhancing its medium- to long- term corporate value, he is nominated for election as a Director in order to further strengthen the effectiveness of the Board of Directors' decision-making and supervisory functions.</p>	1,200 shares



Number	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
4	<p>Masato INAMORI Born on December 18, 1966 (male)</p> <p>New appointment</p>	<p>March 1991    Joined the Company</p> <p>January 2002    Stationed at Hosokawa Micron Ltd. (U.K.)</p> <p>October 2009    General Manager of International Management Office, International Management Department</p> <p>April 2020    General Manager of Sales Department, Overseas Sales Department and Business Promotion Department, Powder Processing System Division</p> <p>October 2024    Operating Officer, Division Manager of Global Strategy Div</p> <p>October 2025    Operating Officer, Head of Overseas Business Operation, Division Manager of Global Strategy Div (current)</p> <p><b>Reasons for nominating as candidate for Director</b>  Since joining the Company, he has been engaged in operations related to overseas business and has contributed to strengthening the Company's global management, including through the completion of a Master of Business Administration(MBA). From the standpoint of further promoting the globalization of the Company, advancing overseas market strategies, and ensuring the sustainable growth of the Company and the enhancement of its medium- to long- term corporate value, he is nominated election as Director in order to further strengthen the effectiveness of the Board of Directors' decision-making and supervisory functions.</p>	1,200 shares

Number	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
5	Yukari SATO Born on August 19, 1961 (female)  Reappointment Outside Independent	<p>May 1986 Received B.A. in Political Science from Columbia University, U.S.A.</p> <p>May 1988 New York Bureau, TV Asahi (Foreign News Desk)</p> <p>August 1997 Established R&amp;F Marketing Studio, Inc. (in New York State) and served as President and Representative Director</p> <p>May 1998 Received Ph.D. in Economics from New York University (Financial Economics)</p> <p>September 2005 Elected to the House of Representatives for the first time (the 44th general election)</p> <p>December 2012 Parliamentary Secretary for Economy, Trade and Industry</p> <p>October 2018 Senior Vice-Minister for Internal Affairs and Communications, Senior Vice-Minister of Cabinet Office</p> <p>September 2019 Senior Vice-Minister for Environment</p> <p>December 2021 Director of the Company (current)</p> <p>July 2023 Representative Director of Future Analytics Co., Ltd. (current)</p> <p>June 2024 Outside Director (Audit and Supervisory Committee Member), SRS HOLDINGS CO., LTD. (current)</p> <p>July 2025 Outside Director of Sentient KK (current)</p> <p><b>Important positions held at another company</b>  Representative Director of Future Analytics Co., Ltd.  Outside Director (Audit and Supervisory Committee Member), SRS HOLDINGS CO., LTD.  Outside Director of Sentient KK</p> <p><b>Reasons for nominating as candidate for Outside Director and expected role</b>  She has served as Senior Vice Minister of Internal Affairs and Communications, Senior Vice Minister of the Cabinet Office, and Senior Vice Minister of the Environment, and possesses a deep understanding and extensive knowledge not only of government administration, but also economic and corporate activities. Based on the board insight she has developed through these experiences, she is nominated for reappointment as an Outside Director so that she may provide advice and recommendations that contribute to the management of the Company.</p>	0 shares

Number	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
6	<p>Atsuko SHIMOSAKA Born on May 15, 1953 (female)</p> <p>Reappointment Outside Independent</p>	<p>April 1976      Practical Assistant, Faculty of Engineering, Doshisha University</p> <p>April 1993      Laboratory Lecturer, Faculty of Engineering, Doshisha University (resigned from Doshisha University in March 2019)</p> <p>March 2005      Received Ph.D. in Engineering from Doshisha University</p> <p>April 2019      Part-time Lecturer, Faculty of Science and Engineering, Doshisha University (resigned from Doshisha University in March 2024)</p> <p>December 2021              Director of the Company (current)</p> <p><b>Important positions held at another company</b> Ph.D. in Engineering</p> <p><b>Reasons for nominating as candidate for Outside Director and expected role</b> She is nominated for reappointment as an Outside Director so that the Company may benefit from her deep academic expertise in the fields of powder engineering and chemical engineering, which she has developed as a Doctor of Engineering and through her experience as a university lecturer. Although she has not been directly involved in corporate management, the Company has determined that she is capable of appropriately performing her duties as an Outside Director for the reason stated above.</p>	0 shares

Number	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
7	Tetsuo HOSHIYA Born on August 16, 1959 (male)  Reappointment Outside Independent	<p>April 1983      Joined the Industrial Bank of Japan (currently Mizuho Bank, Ltd.)</p> <p>September 2006      Joined Citibank N.A. as Director of Tokyo Branch</p> <p>March 2008      Director, Osaka Branch Manager of Citibank Japan Ltd.</p> <p>March 2009      Concurrently General Manager, Public Corporation Department of Citibank Japan Ltd.</p> <p>June 2011      Joined ING Bank N.V. as Director of Tokyo Branch and Head of Sales Division</p> <p>October 2013      Managing Director, Representative in Japan and Head of Sales Division of ING Bank N.V.</p> <p>April 2019      Deputy Chief Ceremony Officer of the Tokyo Organising Committee of the Olympic and Paralympic Games</p> <p>April 2021      Advisor (Ceremony) to the Organising Committee</p> <p>June 2021      Outside Auditor of Nippon Yakin Kogyo Co., Ltd.</p> <p>June 2021      Outside Director of G. taste Co., Ltd. (currently Yakiniku Sakai Holdings Inc) (current)</p> <p>December 2023      Director of the Company (current)</p> <p>June 2025      Outside Director (Audit and Supervisory Committee Member) of Nippon Yakin Kogyo Co., Ltd. (current)</p> <p><b>Important positions held at another company</b>  Outside Director (Audit and Supervisory Committee Member) of Nippon Yakin Kogyo Co., Ltd.  Outside Director of Yakiniku Sakai Holdings, Inc.</p> <p><b>Reasons for nominating as candidate for Outside Director and expected role</b>  He has held key positions in the financial industry and possesses deep knowledge of ESG and sustainability, as well as broad insight into management aimed at achieving sustainable growth and enhancing corporate value. Based on the extensive experience and wide-ranging insight he has developed, he is nominated for reappointment as an Outside Director so that he may provide advice and recommendations that contribute to the management of the Company.</p>	400 shares

Number	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
8	Kiyohisa IWANAMI Born on December 14, 1948 (male)  New appointment Outside Independent	<p>August 1978    Joined Nippon Pillar Packing Co., Ltd. (currently Pillar Corporation) Director of Pillar Corporation</p> <p>February 1985    Managing Director of Pillar Corporation</p> <p>August 1987    Executive Vice President of Pillar Corporation</p> <p>June 1989    President of Pillar Corporation</p> <p>June 2007    President and Executive Officer of Pillar Corporation</p> <p>June 2020    Chairman of Pillar Corporation (current)</p> <p><b>Important positions held at another company</b> Representative Director and Chairman of Pillar Corporation</p> <p><b>Reasons for nominating as candidate for Outside Director and expected role</b> He has extensive experience and knowledge in overall corporate management, having served for many years as President and Chairman of Pillar Corporation. Based on the insight and expertise in business and corporate management that he has developed over the course of his career, he is nominated as a candidate for Outside Director so that he may provide advice and recommendations that contribute to the management of the Company.</p>	0 shares

(Notes)

1. There are no special relationships between each candidate and the Company.
2. Ms. Yukari SATO, Ms. Atsuko SHIMOSAKA, Mr. Tetsuo HOSHIYA and Mr. Kiyohisa IWANAMI are candidates for Outside Director.
3. The Company has concluded an agreement with Ms. Yukari SATO, Ms. Atsuko SHIMOSAKA, and Mr. Tetsuo HOSHIYA to limit their liability pursuant to the provisions of Article 423, Paragraph 1 of the Companies Act, in accordance with Article 427, Paragraph 1 of the said law. The amount of liability under the agreement shall be limited to the minimum amount provided for by laws and regulations. The Company will continue the above liability limitation agreement in the event that their re-election is approved. In addition, if the election of Mr. Kiyohisa IWANAMI is approved, the Company plans to enter into a similar liability limitation agreement.
4. The Company is scheduled to appoint Ms. Yukari SATO, Ms. Atsuko SHIMOSAKA, Mr. Tetsuo HOSHIYA and Mr. Kiyohisa IWANAMI as Independent Directors as set forth by Tokyo Stock Exchange, Inc. and provide a notice to that effect.
5. Ms. Yukari SATO and Ms. Atsuko SHIMOSAKA will have been in office as Outside Director of the Company for four (4) years and Mr. Tetsuo HOSHIYA will have been in office as Outside Director of the Company for two (2) years at the conclusion of the Annual General Meeting of Shareholders.
6. The Company has concluded a directors and officers liability insurance policy with an insurance agency, as set forth in Article 430-3, Paragraph 1 of the Companies Act, with Directors as the insured persons. The insurance policy compensates for damages and litigation expenses incurred in shareholder representative lawsuits, corporate lawsuits, and third-party lawsuits to be borne by the insured persons, and the Company bears the full amount of the insurance premiums of the insured persons. If this proposal is approved and each of the candidates assumes office as Director, he or she will be insured under the insurance policy.

### Proposal 3: Election of One (1) alternate Audit & Supervisory Board Member

The appointment of the alternate Audit & Supervisory Board Member shall cease to be effective at the commencement of this General Meeting of Shareholders.

In preparation for a possible shortfall in the number of Audit & Supervisory Board Members required by laws and regulations, the Company requests the prior election of one (1) alternate Audit & Supervisory Board Member to serve as a substitute for an Outside Audit & Supervisory Board Member.

In addition, this appointment may be revoked prior to assumption of office by resolution of the Board of Directors with the consent of the Audit & Supervisory Board.

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

The candidates for alternate Audit & Supervisory Board Member is as follows.

Name (Date of birth)	Background and current position in the Company	Number of shares owned in the Company
Kenji SASABE Born on May 27, 1972 (male)  Outside Independent	May 1996      Joined Century Audit Corporation (currently Ernst & Young ShinNihon LLC) (resigned in December 2019)  May 1999      Registered as a Certified Public Accountant  January 2020      Opened Sasabe Certified Public Accountant Office, Representative (current )  <b>Important positions held at another company</b> Representative of Sasabe Certified Public Accountant Office <b>Reason for nomination as candidate for Substitute Outside Corporate Auditor</b> He has extensive experience as a certified public accountant, as well as specialized knowledge and experience in corporate accounting, which are expected to contribute to the auditing of the Company. Although he has not been directly involved corporate management, the Company has determined that he is capable of appropriately performing his duties as an Outside Audit & Supervisory Board Member for the reason stated above.	0 shares

(Notes)

1. Mr. Kenji SASABE is the candidate for alternate Audit & Supervisory Board Member.
2. If Mr. Kenji SASABE is appointed as an Outside Audit & Supervisory Board Member , the Company plans to conclude an agreement with him to limit his liability pursuant to the provisions of Article 423, Paragraph 1 of the Companies Act, in accordance with Article 427, Paragraph 1 of the said law. The amount of liability under the agreement shall be limited to the minimum amount provided for by laws and regulations.
3. The Company has concluded a directors and officers liability insurance policy with an insurance company, as provided for in Article 430-3, Paragraph 1 of the Companies Act, under which the Company's Audit & Supervisory Board Members are insured parties. The insurance policy covers damages and litigation expenses incurred in shareholder derivative actions, corporate lawsuits, and third-party lawsuits that the insured may be required to bear, and the full amount of the insurance premiums of the insured is borne by the Company. If Mr. Kenji SASABE is appointed as an Outside Corporate Auditor, he will be included as an insured under the policy. In addition, we also plan to update the policy with the same level of content next time.
4. Mr. Kenji SASABE satisfies the requirements for an Independent Director as stipulated by the Tokyo Stock Exchange.
5. There is no special relationship between the candidate and the Company.

Reference: Composition and expertise and experience of the Board of Directors and the Board of Corporate Auditors if Proposal 2 is approved

The following table outlines the specialties and experience of the candidate Directors and Auditors, which the Company expects them to demonstrate.

Name			Independent Directors/ Auditors	Specialties and Experience (Fields Where There Are Expectations)						
				Corporate Management	Manufacturing/ Technology/ Research & Development	Sales/ Marketing	International Business	Finance/ Accounting/ Human Resources	Legal Affairs/ Compliance	Sustainability/ ESG
Director	Kohei HOSOKAWA			•	•	•	•			
	Tetsuya INOUE							•	•	•
	Akira WATANABE				•	•				•
	Masato INAMORI					•	•			•
	Yukari SATO	Outside	•	•			•	•		•
	Atsuko SHIMOSAKA	Outside	•		•				•	
	Tetsuo HOSHIYA	Outside	•				•	•	•	•
	Kiyohisa IWANAMI	Outside	•	•			•		•	
Corporate Auditor	Michiko HIRAI						•	•	•	
	Hiroshi KOKUBU	Outside	•					•	•	
	Yoshimitsu KATSUI	Outside	•					•	•	

In an era of heightened uncertainty, the Company believes that, in order to realize its corporate vision and medium to long-term management plan, it is essential to have individuals with practical management experience, such as those who have served as representative directors of publicly listed companies. As a global company, we also consider experience in international business to be indispensable, and as a manufacturing company, we require expertise in manufacturing, technology, R&D, sales and marketing. Furthermore, from the standpoint of maintaining management transparency and soundness, perspectives on finance, accounting, human resources, legal affairs, and compliance are essential. In addition, in order for the Board of Directors to fulfill its functions and for management to contribute to diversity and the realization of a sustainable society, expertise and experience in sustainability and ESG are also considered necessary for the Board.

(Reference)

**Criteria for Independence of Independent Outside Directors and Corporate Auditors**

The Company deems an Outside Director and Outside Auditor (hereinafter “Outside Officer”) or a candidate for the Outside Officer to have sufficient independence from the Company in the event that the person does not fall under any of the following categories, as determined in the Company’s research to the practically possible and reasonable extent.

1. A person who executes business for the Company or an affiliate company of the Company (hereinafter collectively “the Group Company”)  
However, a person who did not execute business at the Company for 10 years prior to the inauguration is excluded.  
For the purpose of the criteria, “a person who executes business” means an executive director, executive officer, operating officer, manager and other employees.
2. A party that has transactions principally with the Group Company or a person who executes business for the party  
“A party that has transactions principally with the Group Company” means a party that received payment which is 2% or more than the consolidated annual net sales of the party, from the Group Company in the most recent fiscal year or any of the three precedent fiscal years.
3. A Group Company’s major customer or a person who executes business for the party  
“A Group Company’s major customer” means a party that provides payment which is 2% or more than the consolidated annual net sales of the Company, to the Group Company in the most recent fiscal year or any of the three precedent fiscal years.
4. A major shareholder of the Company or a person who executes business for a major shareholder  
“A major shareholder of the Company” means a person who directly or indirectly holds 10% or more of the total voting rights of the Company.
5. A party in which 10% or more of the total voting rights is directly or indirectly held by the Group Company
6. A consultant, accountant or lawyer who receives a large amount of cash or other financial assets besides officer remuneration from the Group Company (when a party is an organization such as a company and a union, a person who belongs to the party)  
“A large amount of cash or other financial assets” means cash or other financial profit which has been on average 10 million yen or more a year in the past three years.
7. A person who executes business for a major creditor of the Group Company  
“A major creditor” means a party that financed an amount which is 2% or more of the Group Company’s consolidated total assets in the most recent fiscal year.
8. A person who executes business for the Company that accepts Director or Corporate Auditor from the Group Company
9. A spouse or any relative within the second degree of kinship or living with the person falling under 1 to 8 of the above

End

End