

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.

<Code Number 6794>
June 3, 2026

To Our Shareholders with Voting Rights

Kazuhiro Kishi, CEO
Foster Electric Company, Limited
1-1-109, Tsutsujigaoka, Akishima City, Tokyo

NOTICE OF THE 92ND ORDINARY GENERAL MEETING OF SHAREHOLDERS

We hereby inform you of the 92nd Ordinary General Meeting of Shareholders of Foster Electric Company, Limited (the “Company”), to be held as follows.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the following websites. Please access either of the following websites by using the internet addresses shown below to review the information.

[The Company’s website]

<https://www.foster.co.jp/investors/shareholder-info/meeting.html> (in Japanese)

[Tokyo Stock Exchange’s website (Listed Company Search)]

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

Access the TSE website by using the internet address shown above, enter “Foster Electric” in “Issue name (company name)” or the Company’s securities code “6794” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”

[The website for informational materials for the General Meeting of Shareholders]

<https://d.sokai.jp/6794/teiji/> (in Japanese)

You can exercise your voting rights by using the Internet or in writing (by postal mail); so please read the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights in accordance with the “Guidance on Exercising Voting Rights” (in Japanese only), by no later than the closing time of our daily business hours (5:15 p.m.) on Wednesday, June 24, 2026 (Japan Time).

1. Date and Time: Thursday, June 25, 2026 at 10:00 a.m. (Japan Time)

2. Place: Main Hall (1st Floor), Foster Electric Company, Limited, 1-1-109, Tsutsujigaoka, Akishima City, Tokyo

3. Agenda of the Meeting

Matters to be reported:

1. The Business Report and Consolidated Financial Statements for the 92nd Fiscal Year (from April 1, 2025 to March 31, 2026) and results of audit on the Consolidated Financial Statements by the Financial Auditor and the Board of Corporate Auditors.
2. Standalone Financial Statements for the 92nd Fiscal Year (from April 1, 2025 to March 31, 2026)

Matters to be resolved:

Proposal 1: Dividends of Surplus

Proposal 2:	Amendment to the Articles of Incorporation
Proposal 3:	Election of Eight (8) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)
Proposal 4:	Election of Four (4) Directors Who Are Audit & Supervisory Committee Members
Proposal 5:	Determination of the Amount of Remuneration, Etc. for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)
Proposal 6:	Determination of the Amount of Remuneration, Etc. for Directors Who Are Audit & Supervisory Committee Members
Proposal 7:	Establishment of Remuneration Framework for the Stock Compensation Plan for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members and Outside Directors) and Executive Officers

4. Others

- (1) If you attend the meeting, please show the Exercise Voting Rights Form at the reception of the meeting upon arrival. Please bring this notice with you to the meeting.
- (2) If you exercise your voting rights by proxy, you may nominate one (1) shareholder with a voting right as a proxy to attend the meeting, provided that a document verifying the proxy right of the person representing you must be submitted.
- (3) On the day of the meeting, our executives and employees will be dressed casually without neckties (“Cool Biz”).
- (4) We send out documents that include items for which measures for providing information in electronic format are to be taken to shareholders who have made a request for delivery of paper-based documents; however, such documents do not include the following matters as provided for by the provisions of laws and regulations and Article 15, paragraph (2) of the Articles of Incorporation of the Company:
 - “Structure and Policy of the Company” in the Business Report
 - “Notes to the Consolidated Financial Statements”
 - “Notes to the Standalone Financial Statements”

The Business Report, the Consolidated Financial Statements and the Standalone Financial Statements in the documents are part of the Business Report and the Consolidated and Standalone Financial Statements that were audited by the Financial Auditor and Corporate Auditors of the Company when preparing the Financial Auditor’s Report and the Corporate Auditors’ Report.
- (5) If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the items before and after the revisions will be posted on each of the websites listed.

About the platform for exercising voting rights electronically

In addition to the voting methods of in writing and through the Internet as described above, institutional investors may exercise their voting rights electronically by using the platform operated by ICJ, Inc.

Guidance on Livestreaming

The following livestream of the General Meeting of Shareholders will be available for those shareholders who cannot attend the meeting.

It is not possible to exercise voting rights, ask questions, or submit motions during the livestream.

Please exercise your voting rights in advance using the Internet or in writing.

Please use the following website to watch the meeting:

Date and Time of Livestream:	Thursday, June 25, 2026, from 10:00 a.m. until the conclusion of the General Meeting of Shareholders The livestream page can be accessed from approximately 30 minutes prior to the start of the General Meeting of Shareholders (9:30 a.m.).
Livestream URL:	https://www.virtual-sr.jp/users/foster2026/login.aspx (in Japanese)
Shareholder ID:	The 9-digit shareholder number indicated on the Exercise Voting Rights Form * Please be sure to make a note of the number before mailing the Exercise Voting Rights Form.
Livestream password:	Please check the “NOTICE OF THE ORDINARY GENERAL MEETING OF SHAREHOLDERS” (booklet) that has been mailed to shareholders.

Notes:

- Only shareholders may view the presentation.
- Depending on your equipment and network environment, it may not be possible to access the livestream.
- Telecommunication charges for accessing the Company’s website and the livestream are paid by shareholders themselves.
- To watch the livestream comfortably on smartphones or tablets, use of Wi-Fi is recommended.
- The camera will be set at the back of the venue to avoid showing the faces of shareholders, but some shareholders’ faces may inevitably be shown. In addition, please be advised that the voices of shareholders who ask questions or make comments in the meeting will be broadcast live.
- Please refrain from taking pictures, recording, saving, or posting on social media.
- If any change in the meeting plans arises, we will inform you via the corporate website:
URL: <https://www.foster.co.jp/> (in Japanese)
- A part of this Ordinary General Meeting of Shareholders will be delivered after the meeting on the Company’s website. The above live stream password is required to view the video.

Contact for inquiries regarding on-screen operation of the livestream, viewing problems, etc.

TEL: +81-42-546-2305

Hours: Weekdays 9:00 a.m. to 12:00 p.m., 1:30 p.m. to 5:00 p.m.

However, on the day of the General Meeting of Shareholders, hours will be from 9:30 a.m. to the conclusion of the General Meeting of Shareholders.

* For inquiries regarding viewing problems, etc., only.

Please note that we are unable to respond to any other inquiries.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Dividends of Surplus

The Company regards the enhancement of corporate value as a major management issue and maintains a basic policy of comprehensively improving shareholders' interest by allocating the earned profits with an awareness of the balance between growth investments, shareholder returns, etc.

We propose a year-end dividend of ¥45 per share for the fiscal year under review, while comprehensively considering our business results for the year as well as the management environment, etc. Accordingly, since the Company paid an interim dividend of ¥35 per share, the annual total of dividend for the fiscal year under review will be ¥80 per share.

Matters related to year-end dividends

(1) Type of dividend property

Cash

(2) Allotment of dividend property to shareholders and the total amount

¥45 per share of common stock of the Company Total amount: ¥1,020,357,315

(3) Effective date of dividends of surplus

June 26, 2026

Proposal 2: Amendment to the Articles of Incorporation

1. Reason for amendment

The Company intends to transition to a company with an Audit & Supervisory Committee in order to strengthen the audit and supervisory function of the Board of Directors by establishing an Audit & Supervisory Committee in which Outside Directors constitute a majority, granting voting rights at the Board of Directors meetings to Directors who are Audit & Supervisory Committee Members, and exercising the right of the Audit & Supervisory Committee to state opinions, etc., as well as to further accelerate management decision-making and execution under the appropriate supervision of the Board of Directors. Accordingly, the Company proposes to make amendments including the establishment of new provisions regarding Directors who are Audit & Supervisory Committee Members and the Audit & Supervisory Committee, and the deletion of provisions regarding Corporate Auditors and the Board of Corporate Auditors.

2. Details of amendment

Details of the amendment are as follows: The amendments to these Articles of Incorporation shall take effect at the conclusion of this General Meeting of Shareholders.

(Changes are underlined.)

Current Articles of Incorporation	Proposed Changes
<p style="text-align: center;">Chapter 1. General Provisions</p> <p>Articles 1–3: <i>Omitted</i></p> <p>(Corporate Bodies)</p> <p>Article 4</p> <p>In addition to the General Meeting of Shareholders and Directors, the Company shall have the following corporate bodies:</p> <p>(1) Board of Directors</p> <p>(2) <u>Corporate Auditors</u></p> <p>(3) <u>Board of Corporate Auditors</u></p> <p>(4) <u>Accounting Auditor</u></p> <p>Article 5: <i>Omitted</i></p> <p style="text-align: center;">Chapter 2. Shares</p> <p>Articles 6–10: <i>Omitted</i></p> <p style="text-align: center;">Chapter 3. General Meeting of Shareholders</p> <p>Articles 11–17: <i>Omitted</i></p> <p style="text-align: center;">Chapter 4. Directors and Board of Directors</p> <p>(Number of Directors)</p> <p>Article 18</p> <p>The Company shall have no more than twelve (12) Directors.</p> <p style="text-align: center;"><i>Newly established</i></p>	<p style="text-align: center;">Chapter 1. General Provisions</p> <p>Articles 1–3: <i>Unchanged</i></p> <p>(Corporate Bodies)</p> <p>Article 4</p> <p>In addition to the General Meeting of Shareholders and Directors, the Company shall have the following corporate bodies:</p> <p>(1) Board of Directors</p> <p>(2) <u>Audit & Supervisory Committee</u></p> <p style="text-align: center;"><i>Deleted</i></p> <p>(3) <u>Accounting Auditor</u></p> <p>Article 5: <i>Unchanged</i></p> <p style="text-align: center;">Chapter 2. Shares</p> <p>Articles 6–10: <i>Unchanged</i></p> <p style="text-align: center;">Chapter 3. General Meeting of Shareholders</p> <p>Articles 11–17: <i>Unchanged</i></p> <p style="text-align: center;">Chapter 4. Directors and Board of Directors</p> <p>(Number of Directors)</p> <p>Article 18</p> <p>The Company shall have no more than twelve (12) Directors (<u>excluding Directors who are members of the Audit & Supervisory Committee</u>).</p> <p><u>2. The Company shall have no more than four (4) Directors who are members of the Audit & Supervisory Committee.</u></p>

Current Articles of Incorporation	Proposed Changes
<p>(Election of Directors) Article 19 Directors shall be elected at a General Meeting of Shareholders.</p> <p>2. <i>Omitted</i> 3. <i>Omitted</i></p> <p style="text-align: center;"><i>Newly established</i></p>	<p>(Election of Directors) Article 19 Directors shall be elected at a General Meeting of Shareholders, <u>distinguishing between Directors who are members of the Audit & Supervisory Committee and other Directors.</u></p> <p>2. <i>Unchanged</i> 3. <i>Unchanged</i> 4. <u>The effect of a resolution for the election of a substitute Director who is a member of the Audit & Supervisory Committee shall expire at the commencement of the Ordinary General Meeting of Shareholders held for the last fiscal year ending within two (2) years after such resolution.</u></p>
<p>(Term of Office of Directors) Article 20 The term of office of a Director shall expire at the conclusion of the Ordinary General Meeting of Shareholders held for the last fiscal year ending within one (1) year after such Director's election.</p> <p>2. The term of office of a Director who is elected as an additional or substitute Director shall expire at the end of the term of office of the other incumbent Directors.</p> <p style="text-align: center;"><i>Newly established</i></p> <p style="text-align: center;"><i>Newly established</i></p>	<p>(Term of Office of Directors) Article 20 The term of office of a Director <u>(excluding Directors who are members of the Audit & Supervisory Committee)</u> shall expire at the conclusion of the Ordinary General Meeting of Shareholders held for the last fiscal year ending within one (1) year after such Director's election.</p> <p>2. The term of office of a Director <u>(excluding Directors who are members of the Audit & Supervisory Committee)</u> who is elected as an additional or substitute Director shall expire at the end of the term of office of the other incumbent Directors <u>(excluding Directors who are members of the Audit & Supervisory Committee).</u></p> <p>3. <u>The term of office of a Director who is a member of the Audit & Supervisory Committee shall expire at the conclusion of the Ordinary General Meeting of Shareholders held for the last fiscal year ending within two (2) years after such Director's election.</u></p> <p>4. <u>The term of office of a Director who is a member of the Audit & Supervisory Committee elected as a substitute for a Director who retired before the expiration of their term shall expire at the end of the term of office of the retired Director. However, if a substitute Director who is a member of the Audit & Supervisory Committee elected pursuant to Article 19, Paragraph 4 assumes office as a Director who is a member of the Audit & Supervisory Committee, their term of office shall not exceed the conclusion of the Ordinary General Meeting of Shareholders held for the last fiscal year ending within two (2) years after their election as a substitute Director.</u></p>

Current Articles of Incorporation	Proposed Changes
<p>(Representative Directors and Directors with Titles) Article 21 The Board of Directors shall, by its resolution, appoint Representative Directors.</p> <p>2. The Board of Directors may, by its resolution, appoint one (1) Chairperson of the Board and one (1) President, and may appoint a certain number of Vice Presidents, Senior Managing Directors, and Managing Directors.</p> <p>Article 22: <i>Omitted</i></p> <p>(Notice of Convocation of Board of Directors Meetings) Article 23 Notice of convocation of a meeting of the Board of Directors shall be given to each Director <u>and each Corporate Auditor</u> at least three (3) days prior to the date of the meeting. However, this period may be shortened in case of urgency. 2. A meeting of the Board of Directors may be held without following the convocation procedures if the consent of all Directors <u>and Corporate Auditors</u> is obtained.</p> <p>(Method of Resolution of the Board of Directors, etc.) Article 24 <i>Omitted</i> 2. The Company shall deem that a resolution of the Board of Directors approving a <u>matter</u> has been adopted when all Directors (limited to those entitled to participate in the vote on such matter) express their consent in writing or by electronic record. <u>However, this shall not apply if any Corporate Auditor expresses an objection.</u></p>	<p>(Representative Directors and Directors with Titles) Article 21 The Board of Directors shall, by its resolution, appoint Representative Directors <u>from among the Directors (excluding Directors who are members of the Audit & Supervisory Committee)</u>.</p> <p>2. The Board of Directors may, by its resolution, appoint <u>from among the Directors (excluding Directors who are members of the Audit & Supervisory Committee)</u> one (1) Chairperson of the Board and one (1) President, and may appoint a certain number of Vice Presidents, Senior Managing Directors, and Managing Directors.</p> <p>Article 22: <i>Unchanged</i></p> <p>(Notice of Convocation of Board of Directors Meetings) Article 23 Notice of convocation of a meeting of the Board of Directors shall be given to each Director at least three (3) days prior to the date of the meeting. However, this period may be shortened in case of urgency. 2. A meeting of the Board of Directors may be held without following the convocation procedures if the consent of all Directors is obtained.</p> <p>(Method of Resolution of the Board of Directors, etc.) Article 24 <i>Unchanged</i> 2. <u>In cases where a Director proposes a matter that is the purpose of a resolution of the Board of Directors,</u> the Company shall deem that a resolution of the Board of Directors approving <u>such proposal</u> has been adopted when all Directors (limited to those entitled to participate in the vote on such matter) express their consent in writing or by electronic record.</p>
<p style="text-align: center;"><i>Newly established</i></p>	<p>(Delegation of Decisions on Important Business Execution) <u>Article 25</u> <u>Pursuant to Article 399-13, Paragraph 6 of the Companies Act, the Company may, by resolution of the Board of Directors, delegate all or part of the decisions on important business execution (excluding matters listed in each item of Paragraph 5 of the same Article) to Directors.</u></p>
<p>(Regulations of the Board of Directors) Article <u>25</u>: <i>Omitted</i></p> <p>(Remuneration, etc. of Directors) Article <u>26</u></p>	<p>(Regulations of the Board of Directors) Article <u>26</u>: <i>Unchanged</i></p> <p>(Remuneration, etc. of Directors) Article <u>27</u></p>

Current Articles of Incorporation	Proposed Changes
<p>The remuneration, bonuses, and other economic benefits received by Directors from the Company as consideration for the execution of their duties (<u>hereinafter, “Remuneration, etc.”</u>) shall be determined by resolution of the General Meeting of Shareholders.</p> <p>(Limitation of Liability Agreements of Directors) Article <u>27</u>: <i>Omitted</i></p> <p>Chapter 5. <u>Corporate Auditors and Board of Corporate Auditors</u> (<u>Number of Corporate Auditors</u>) Article <u>28</u> <u>The Company shall have no more than four (4) Corporate Auditors.</u></p> <p>(<u>Election of Corporate Auditors</u>) Article <u>29</u> <u>Corporate Auditors shall be elected at a General Meeting of Shareholders.</u> <u>2. A resolution for the election of Corporate Auditors shall be adopted by a majority of the voting rights represented at the meeting where shareholders holding one-third (1/3) or more of the voting rights are present.</u> <u>3. Pursuant to Article 329, Paragraph 3 of the Companies Act, the Company may elect substitute Corporate Auditors at a General Meeting of Shareholders in preparation for a situation where the number of Corporate Auditors falls below that prescribed by laws and regulations.</u> <u>4. The requirements for a resolution for the election of substitute Corporate Auditors shall be governed by Paragraph 2 of this Article.</u> <u>5. The effect of a resolution for the election of substitute Corporate Auditors shall expire at the commencement of the Ordinary General Meeting of Shareholders held for the last fiscal year ending within four (4) years after such resolution, unless shortened by such resolution.</u></p> <p>(<u>Term of Office of Corporate Auditors</u>) Article <u>30</u> <u>The term of office of a Corporate Auditor shall expire at the conclusion of the Ordinary General Meeting of Shareholders held for the last fiscal year ending within four (4) years after such Corporate Auditor’s election.</u> <u>2. The term of office of a Corporate Auditor elected as a substitute for a Corporate Auditor who retired before the expiration of their term shall expire at the end of the term of office of the retired Corporate Auditor. However, if a substitute Corporate Auditor elected pursuant to Article 29, Paragraph 3 assumes office as a Corporate Auditor, their term of office shall not exceed</u></p>	<p>The remuneration, bonuses, and other economic benefits received by Directors from the Company as consideration for the execution of their duties shall be determined by resolution of the General Meeting of Shareholders, <u>distinguishing between Directors who are members of the Audit & Supervisory Committee and other Directors.</u></p> <p>(Limitation of Liability Agreements of Directors) Article <u>28</u>: <i>Unchanged</i></p> <p>Chapter 5. <u>Audit & Supervisory Committee</u></p> <p style="text-align: center;"><i>Deleted</i></p> <p style="text-align: center;"><i>Deleted</i></p> <p style="text-align: center;"><i>Deleted</i></p>

Current Articles of Incorporation	Proposed Changes
<p><u>the conclusion of the Ordinary General Meeting of Shareholders held for the last fiscal year ending within four (4) years after their election as a substitute Corporate Auditor.</u></p>	
<p><u>(Full-time Corporate Auditors)</u> <u>Article 31</u> <u>The Board of Corporate Auditors shall, by its resolution, appoint full-time Corporate Auditors.</u></p>	<i>Deleted</i>
<p><u>(Notice of Convocation of Board of Corporate Auditors Meetings)</u> <u>Article 32</u> <u>Notice of convocation of a meeting of the Board of Corporate Auditors shall be given to each Corporate Auditor at least three (3) days prior to the date of the meeting. However, this period may be shortened in case of urgency.</u> <u>2. A meeting of the Board of Corporate Auditors may be held without following the convocation procedures if the consent of all Corporate Auditors is obtained.</u></p>	<i>Deleted</i>
<p><u>(Method of Resolution of the Board of Corporate Auditors)</u> <u>Article 33</u> <u>Resolutions of the Board of Corporate Auditors shall be adopted by a majority of Corporate Auditors, unless otherwise provided by laws and regulations.</u></p>	<i>Deleted</i>
<p><u>(Regulations of the Board of Corporate Auditors)</u> <u>Article 34</u> <u>Matters relating to the Board of Corporate Auditors shall be governed by the Regulations of the Board of Corporate Auditors established by the Board, in addition to applicable laws and regulations and these Articles of Incorporation.</u></p>	<i>Deleted</i>
<p><u>(Remuneration, etc. of Corporate Auditors)</u> <u>Article 35</u> <u>The remuneration, etc. of Corporate Auditors shall be determined by resolution of the General Meeting of Shareholders.</u></p>	<i>Deleted</i>
<p><u>(Limitation of Liability Agreements of Corporate Auditors)</u> <u>Article 36</u> <u>Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company may enter into</u></p>	<i>Deleted</i>

Current Articles of Incorporation	Proposed Changes
<p><u>agreements with Corporate Auditors to limit their liability for damages under Article 423, Paragraph 1 of the same Act. However, the limit of liability under such agreements shall be the amount prescribed by laws and regulations.</u></p>	<p><u>(Notice of Convocation of Audit & Supervisory Committee Meetings)</u></p>
<p><i>Newly established</i></p>	<p><u>Article 29</u> <u>Notice of convocation of a meeting of the Audit & Supervisory Committee shall be given to each member at least three (3) days prior to the date of the meeting. However, this period may be shortened in case of urgency.</u></p>
<p><i>Newly established</i></p>	<p><u>2. A meeting of the Audit & Supervisory Committee may be held without following the convocation procedures if the consent of all members is obtained. (Method of Resolution of the Audit & Supervisory Committee)</u></p>
<p><i>Newly established</i></p>	<p><u>Article 30</u> <u>Resolutions of the Audit & Supervisory Committee shall be adopted by a majority of the members present at a meeting where a majority of the members entitled to vote are in attendance.</u></p>
<p><i>Newly established</i></p>	<p><u>(Regulations of the Audit & Supervisory Committee)</u></p> <p><u>Article 31</u> <u>Matters relating to the Audit & Supervisory Committee shall be governed by the Regulations of the Audit & Supervisory Committee established by the Committee, in addition to applicable laws and regulations and these Articles of Incorporation.</u></p>
<p>Chapter 6. Accounts Articles <u>37–39</u>: <i>Omitted</i></p>	<p>Chapter 6. Accounts Articles <u>32–34</u>: <i>Unchanged</i></p>









Proposal 3: Election of Eight (8) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

Subject to the approval and adoption of Proposal No. 2 “Amendment to the Articles of Incorporation,” the Company will transition to a company with an Audit & Supervisory Committee. Accordingly, the terms of office of all eight (8) Directors will expire at the conclusion of this General Meeting of Shareholders pursuant to the provisions of item 1 of Article 332, paragraph (7) of the Companies Act. We therefore propose that eight (8) Directors (excluding Directors who are Audit & Supervisory Committee Members) be elected.

The effectiveness of the resolution on this Proposal shall be conditional upon the approval of Proposal No. 2 “Amendment to the Articles of Incorporation” as originally proposed and upon the said amendment to the Articles of Incorporation taking effect pursuant to the resolution on the said Proposal.

The candidates for Director (excluding Directors who are Audit & Supervisory Committee Members) have been determined by the Board of Directors after deliberation by the Nominating Advisory Committee.

The candidates for Director (excluding Directors who are Audit & Supervisory Committee Members) are as follows:


No.	Name	Gender	Attribute	Attendance rate at meetings of the Board of Directors	Number of years in office
1	 Kazuhiro Kishi	[Male]	[Reelection]	100% (12 out of 12 times)	17 years
2	 Akihito Mochizuki	[Male]	[Reelection]	100% (12 out of 12 times)	3 years
3	 Hiroki Miura	[Male]	[Reelection]	100% (12 out of 12 times)	5 years
4	 Naoki Kanai	[Male]	[Reelection]	100% (12 out of 12 times)	2 years
5	 Kaoru Chujo	[Female]	[Reelection] [Outside] [Independent]	100% (12 out of 12 times)	5 years
6	 Yoshito Ezure	[Male]	[Reelection] [Outside] [Independent]	100% (10 out of 10 times)	1 year
7	 Yasuto Monden	[Male]	[New election] [Outside]	–	–
8	 Jisoo Kim	[Male]	[New election] [Outside] [Independent]	–	–


New election: Candidate for new Director

Reelection: Candidate for Director to be reelected

Outside: Candidate for Outside Director


Independent: Independent Director as required by stock exchanges and other institutions


No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
1	 <p data-bbox="392 826 549 880">Kazuhiro Kishi (March 7, 1964)</p> <p data-bbox="411 909 529 936">[Reelection]</p> <p data-bbox="437 965 504 992">[Male]</p> <p data-bbox="336 1021 608 1099">Attendance rate at meetings of the Board of Directors 100% (12 out of 12 times)</p>	<p data-bbox="632 286 730 309">Mar. 1986</p> <p data-bbox="783 286 979 309">Joined the Company</p> <p data-bbox="632 324 730 347">Oct. 2002</p> <p data-bbox="783 324 1193 403">Deputy General Manager of Sales Department, IT Equipment Division of the Company</p> <p data-bbox="632 418 730 441">Apr. 2003</p> <p data-bbox="783 418 1193 472">General Manager of Sales Department, IT Equipment Division of the Company</p> <p data-bbox="632 488 730 510">Apr. 2004</p> <p data-bbox="783 488 1219 542">General Manager of Sales Department No. 2, Sales Division of the Company</p> <p data-bbox="632 557 730 580">Feb. 2006</p> <p data-bbox="783 557 1155 611">Executive Officer, Deputy Head of HP Division of the Company</p> <p data-bbox="632 627 730 649">Feb. 2007</p> <p data-bbox="783 627 1155 680">Executive Officer, Deputy Head of HP Business Division of the Company</p> <p data-bbox="632 696 730 719">Dec. 2008</p> <p data-bbox="783 696 1193 750">Executive Officer, Deputy Head of Mobile Audio Business Division of the Company</p> <p data-bbox="632 766 730 788">June 2009</p> <p data-bbox="783 766 1171 819">Director, Deputy Head of Mobile Audio Business Division of the Company</p> <p data-bbox="632 835 730 857">June 2010</p> <p data-bbox="783 835 1171 889">Director, Acting Head of Mobile Audio Business Division of the Company</p> <p data-bbox="632 904 730 927">Apr. 2011</p> <p data-bbox="783 904 1155 958">Director, Head of Sales Division of the Company</p> <p data-bbox="632 974 730 996">Apr. 2013</p> <p data-bbox="783 974 1203 1028">Director, Head of MA Business Division of the Company</p> <p data-bbox="632 1043 730 1066">June 2014</p> <p data-bbox="783 1043 1187 1097">Managing Director, Head of MA Business Division of the Company</p> <p data-bbox="632 1113 730 1135">Apr. 2017</p> <p data-bbox="783 1113 1212 1167">Managing Director, Head of New Business Development Division, and Head of Sales & Marketing of the Company</p> <p data-bbox="632 1182 730 1205">Aug. 2019</p> <p data-bbox="783 1182 1203 1261">Managing Director, Head of Sales Division, and Head of Sales & Marketing of the Company</p> <p data-bbox="632 1276 730 1299">Apr. 2020</p> <p data-bbox="783 1276 1219 1355">Managing Director, Head of Sales Division, Head of Sales & Marketing, and in charge of the Americas of the Company</p> <p data-bbox="632 1370 730 1393">June 2023</p> <p data-bbox="783 1370 1145 1393">CEO of the Company (to the present)</p>	78,414
<p data-bbox="325 1364 794 1386">Reason for election of the candidate for Director</p> <p data-bbox="325 1393 1394 1606">Mr. Kazuhiro Kishi has served as the person responsible for sales for many years, leading the Group's sales operations and promoting partner strategies. Striving to build and develop new businesses, in such ways as building the foundations of the current mobile audio business by cultivating large customers over his eight years working in the United States, he has contributed to the improvement of corporate value. He has also contributed to the improvement of the functioning of the Board of Directors with his extensive experience and knowledge in relation primarily to sales. For these reasons, we judge that he is suitable for achieving sustainable growth and improvement of corporate value of the Company and request that Mr. Kazuhiro Kishi continue to serve as Director.</p>			


No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
2	 <p data-bbox="373 1032 568 1088">Akihito Mochizuki (February 19, 1966)</p> <p data-bbox="411 1115 529 1144">[Reelection]</p> <p data-bbox="437 1171 504 1200">[Male]</p> <p data-bbox="336 1227 603 1308">Attendance rate at meetings of the Board of Directors 100% (12 out of 12 times)</p>	<p data-bbox="632 286 1219 342">Apr. 1988 Joined The Fuji Bank, Ltd. (currently Mizuho Bank, Ltd.)</p> <p data-bbox="632 353 1203 409">Mar. 2003 Assistant General Manager, Kanda Branch, Mizuho Bank, Ltd.</p> <p data-bbox="632 421 1145 477">Jan. 2006 Deputy Manager, Corporate Planning Division, Mizuho Bank, Ltd.</p> <p data-bbox="632 488 1177 544">Oct. 2010 General Manager, Kofu Branch, Mizuho Bank, Ltd.</p> <p data-bbox="632 555 1219 633">Apr. 2013 General Manager, e-Business Sales Division, Mizuho Bank, Ltd. and Mizuho Corporate Bank, Ltd.</p> <p data-bbox="632 645 1187 723">Nov. 2013 General Manager, Compliance Promotion Division No. 1, Mizuho Financial Group, Inc. and Mizuho Bank, Ltd.</p> <p data-bbox="632 734 1209 813">Apr. 2015 General Manager, Planning Administration Division, Mizuho Financial Group, Inc. and Mizuho Bank, Ltd.</p> <p data-bbox="632 824 1219 902">Apr. 2017 Executive Officer, General Manager, Planning Administration Division, Mizuho Financial Group, Inc. and Mizuho Bank, Ltd.</p> <p data-bbox="632 913 1219 1025">Apr. 2018 Managing Executive Officer, Mizuho Financial Group, Inc. and Mizuho Bank, Ltd. / Chairman of the Planning Committee, Japanese Bankers Association</p> <p data-bbox="632 1037 1193 1149">Apr. 2019 Managing Executive Officer, Mizuho Financial Group, Inc., Mizuho Bank, Ltd., and Mizuho Trust & Banking Co., Ltd. / Head of Internal Audit Group</p> <p data-bbox="632 1160 1219 1189">Apr. 2020 Senior General Manager, Mizuho Bank, Ltd.</p> <p data-bbox="632 1200 1177 1252">June 2020 Full-time Audit & Supervisory Board Member, Mizuho Research Institute Ltd.</p> <p data-bbox="632 1263 1219 1292">Apr. 2021 Senior General Manager, Mizuho Bank, Ltd.</p> <p data-bbox="632 1303 1023 1332">May 2021 Adviser of the Company</p> <p data-bbox="632 1344 1219 1395">July 2021 Senior Executive Officer, Head of Global Corporate Support Division of the Company</p> <p data-bbox="632 1406 1187 1507">Oct. 2021 Senior Executive Officer, Head of Global Corporate Support Division, and Head of Corporate Management Division of the Company</p> <p data-bbox="632 1518 1219 1597">Apr. 2022 CFO, Senior Executive Officer, and Head of Global Corporate Support Division of the Company</p> <p data-bbox="632 1608 1187 1686">June 2023 CFO, Managing Director, and Head of Global Corporate Support Division of the Company</p> <p data-bbox="632 1697 1219 1776">Apr. 2024 CFO, Executive Vice President, and Head of Global Corporate Support Division of the Company (to the present)</p>	45,722
<p data-bbox="325 1776 1401 1991">Reason for election of the candidate for Director Mr. Akihito Mochizuki, as CFO (Chief Financial Officer), is committed to the improvement of corporate value such as pursuing the sophistication of corporate divisions based on the experience he garnered while he was with financial institutions. As CFO, he also has contributed to the enhancement of the corporate governance system in addition to the extraction and handling of management issues from a financial point of view, and we judge that he will contribute to the improvement of the functioning of the Board of Directors. For these reasons, we judge that Mr. Akihito Mochizuki is suitable for achieving sustainable growth and improvement of corporate value of the Company and request that Mr. Akihito Mochizuki continue to serve as Director.</p>			


No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
3	 <p>Hiroki Miura (March 17, 1963)</p> <p>[Reelection]</p> <p>[Male]</p> <p>Attendance rate at meetings of the Board of Directors 100% (12 out of 12 times)</p>	<p>Apr. 1985 Joined the Company</p> <p>Apr. 2003 Deputy General Manager of Engineering Department, CAR Equipment Division of the Company</p> <p>Feb. 2006 General Manager of Engineering Department No. 2, SP Division of the Company</p> <p>May 2008 Director, Foster Electric Co., (Hong Kong) Ltd.</p> <p>July 2010 Deputy Head of Mobile Audio Business Division of the Company</p> <p>Apr. 2011 Deputy Head of Engineering Division of the Company</p> <p>Jan. 2013 Deputy Head of Quality Assurance Center, General Manager of MA Quality Assurance Department of the Company</p> <p>Oct. 2013 General Director, Foster Electric (Vietnam) Co., Ltd.</p> <p>Nov. 2014 Chairman and General Director, Foster Electric (Vietnam) Co., Ltd.</p> <p>June 2018 Deputy Head of SP Business Division of the Company / Meister</p> <p>Oct. 2018 Deputy Head of SP Business Division, and Head of Engineering of the Company</p> <p>Apr. 2019 Executive Officer, Deputy Head of SP Business Division, and Head of Engineering of the Company / Fellow</p> <p>Aug. 2019 Executive Officer, Head of Engineering Division, and Head of Engineering of the Company / Fellow</p> <p>June 2021 Director, Head of Engineering Division, and Head of Engineering of the Company / Fellow</p> <p>June 2023 Managing Director, Head of Engineering Division of the Company / Fellow</p> <p>Apr. 2024 Senior Managing Director, Head of Engineering Division of the Company / Fellow (to the present)</p>	32,116
<p>Reason for election of the candidate for Director</p> <p>Mr. Hiroki Miura has been involved in engineering departments for many years and has served as the supervisor for the Group's engineering and development system, and has contributed to the improvement of corporate value. In addition, with his extensive overseas experience in the U.S., China and Vietnam and knowledge, we can expect him to contribute to the improvement of the functioning of the Board of Directors. For these reasons, we judge that Mr. Hiroki Miura is suitable for achieving sustainable growth and improvement of corporate value of the Company and request that Mr. Hiroki Miura continue to serve as Director.</p>			

No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
4	 <p data-bbox="368 864 571 916">Naoki Kanai (November 1, 1962)</p> <p data-bbox="411 947 528 972">[Reelection]</p> <p data-bbox="437 1003 502 1028">[Male]</p> <p data-bbox="336 1059 603 1133">Attendance rate at meetings of the Board of Directors 100% (12 out of 12 times)</p>	<p data-bbox="628 286 979 313">Mar. 1986 Joined the Company</p> <p data-bbox="628 322 1198 396">Sept. 2002 Manager, Sales Department No. 1, Sales Division, Foster Electric Co., (Hong Kong) Ltd.</p> <p data-bbox="628 412 1203 486">Nov. 2006 Vietnam Project, Corporate Planning Department, Administration Division of the Company</p> <p data-bbox="628 501 1198 575">Apr. 2007 Manager, Production Management Department, Foster Electric (Vietnam) Co., Ltd.</p> <p data-bbox="628 591 1150 645">Apr. 2008 Director and Manager, Factory, Foster Electric (Vietnam) Co., Ltd.</p> <p data-bbox="628 660 1198 714">Jan. 2011 General Director, Foster Electric (Vietnam) Co., Ltd.</p> <p data-bbox="628 730 1158 784">Apr. 2012 Chairman and General Director, Foster Electric (Vietnam) Co., Ltd.</p> <p data-bbox="628 799 1203 853">Nov. 2014 Deputy Head of Manufacturing Division of the Company</p> <p data-bbox="628 869 1219 943">Mar. 2015 Deputy Head of Manufacturing Division, and General Manager of Manufacturing Engineering Department of the Company</p> <p data-bbox="628 958 1174 1061">Apr. 2017 Executive Officer, Deputy Head of Manufacturing Division, and General Manager of Manufacturing Management Department of the Company</p> <p data-bbox="628 1077 1190 1131">Apr. 2018 Executive Officer, Head of Manufacturing Division of the Company</p> <p data-bbox="628 1146 1219 1220">Oct. 2018 Executive Officer, Head of Manufacturing Division, and Deputy Head of Manufacturing of the Company</p> <p data-bbox="628 1236 1147 1310">Apr. 2022 Senior Executive Officer, Head of Manufacturing Division, and Head of Manufacturing of the Company</p> <p data-bbox="628 1326 1174 1379">June 2023 Senior Executive Officer, Head of Manufacturing Division of the Company</p> <p data-bbox="628 1395 1219 1449">June 2024 Director, Head of Manufacturing Division of the Company (to the present)</p>	26,905
<p data-bbox="325 1438 794 1462">Reason for election of the candidate for Director</p> <p data-bbox="325 1464 1404 1626">Mr. Naoki Kanai has been involved in manufacturing departments for many years, supervising the Group's manufacturing structure and contributing to the enhancement of corporate value. In addition, with his extensive overseas experience and knowledge from working in Hong Kong and Vietnam, we can expect him to contribute to the improvement of the functioning of the Board of Directors. For these reasons, we judge that Mr. Naoki Kanai is suitable for achieving sustainable growth and improvement of corporate value of the Company and request that Mr. Naoki Kanai continue to serve as Director.</p>			

No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
5	 <p data-bbox="363 696 577 752">Kaoru Chujo (November 15, 1960)</p> <p data-bbox="400 779 541 862">[Reelection] [Outside] [Independent]</p> <p data-bbox="424 889 517 918">[Female]</p> <p data-bbox="336 945 608 1028">Attendance rate at meetings of the Board of Directors 100% (12 out of 12 times)</p>	<p data-bbox="628 286 730 315">Apr. 1983</p> <p data-bbox="778 286 1002 315">Joined Fujitsu Limited</p> <p data-bbox="628 322 730 351">Mar. 2000</p> <p data-bbox="778 322 1209 383">IP Networking Research Senior Researcher, Fujitsu Laboratories of America, Inc.</p> <p data-bbox="628 389 730 418">Dec. 2009</p> <p data-bbox="778 389 1193 472">General Manager, Advanced Technologies Division, Mobile Phone Business Unit of Fujitsu Limited</p> <p data-bbox="628 479 730 508">June 2013</p> <p data-bbox="778 479 1214 562">General Manager, Advanced Technologies Division, Ubiquitous Business Strategy Unit of Fujitsu Limited</p> <p data-bbox="628 568 730 598">Feb. 2016</p> <p data-bbox="778 568 1203 629">General Manager, Ubiquitous IoT Business Unit of Fujitsu Limited</p> <p data-bbox="628 636 730 665">Apr. 2017</p> <p data-bbox="778 636 1209 696">General Manager, AI Service Business Unit of Fujitsu Limited</p> <p data-bbox="628 703 730 732">July 2019</p> <p data-bbox="778 703 1209 763">Executive Director in charge of AI alliance, Software Business Unit of Fujitsu Limited</p> <p data-bbox="628 770 730 799">Dec. 2020</p> <p data-bbox="778 770 1187 831">Founded SoW Insight, Inc., President and CEO (to the present)</p> <p data-bbox="628 837 730 866">June 2021</p> <p data-bbox="778 837 1182 898">Outside Director, ITOCHU-SHOKUHIN Co., Ltd. (to the present)</p> <p data-bbox="628 904 730 934">June 2021</p> <p data-bbox="778 904 1177 965">Outside Director of the Company (to the present)</p> <p data-bbox="628 972 730 1001">Apr. 2022</p> <p data-bbox="778 972 1198 1032">Outside Director, Mitsubishi UBE Cement Corporation (to the present)</p> <p data-bbox="628 1039 1023 1068">(Significant positions concurrently held)</p> <p data-bbox="628 1075 995 1104">President and CEO, SoW Insight, Inc.</p> <p data-bbox="628 1111 1118 1140">Outside Director, ITOCHU-SHOKUHIN Co., Ltd.</p> <p data-bbox="628 1146 1166 1176">Outside Director, Mitsubishi UBE Cement Corporation</p>	0
<p data-bbox="323 1162 1134 1191">Reason for election of the candidate for Outside Director and roles expected to play</p> <p data-bbox="323 1191 1406 1489">Ms. Kaoru Chujo facilitated DX as General Manager of the AI Business Unit at her previous company, and she has profound knowledge in areas the Company should strengthen going forward, such as the DE&I consulting that she provides at her current company, contributing to improving the oversight of management and checking function in the Board of Directors. For these reasons, we believe that Ms. Kaoru Chujo is suitable for achieving sustainable growth and improvement of corporate value of the Company and request Ms. Kaoru Chujo continue to serve as Outside Director. We also expect her, when appointed as Outside Director, to provide oversight and recommendations on business execution by the Company drawing on her expertise as stated above, while serving to maintain and enhance the proper governance of the Company as a member of the Nominating Advisory Committee and the Remuneration Advisory Committee. For these reasons, we judge that Ms. Kaoru Chujo will perform her duties appropriately as Outside Director and request that Ms. Kaoru Chujo continue to serve as Outside Director.</p>			

No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
6	 <p data-bbox="395 730 544 786">Yoshito Ezure (July 11, 1959)</p> <p data-bbox="400 815 539 898">[Reelection] [Outside] [Independent]</p> <p data-bbox="435 925 504 954">[Male]</p> <p data-bbox="336 981 603 1064">Attendance rate at meetings of the Board of Directors 100% (10 out of 10 times)</p>	<p data-bbox="628 293 730 322">Apr. 1982</p> <p data-bbox="780 293 1023 322">Joined Sony Corporation</p> <p data-bbox="628 327 730 356">Apr. 1992</p> <p data-bbox="780 327 1142 356">Managing Director, Sony Hellas S.A.</p> <p data-bbox="628 360 730 389">Apr. 2000</p> <p data-bbox="780 360 1198 443">Senior General Manager, Lithium-Ion Battery Division, CNC Network Company, Sony Corporation</p> <p data-bbox="628 448 730 477">Mar. 2004</p> <p data-bbox="780 448 1142 477">President, Sony Logistics of America</p> <p data-bbox="628 481 730 510">Jan. 2007</p> <p data-bbox="780 481 1126 510">President, Sony Latin America, Inc.</p> <p data-bbox="628 515 730 544">June 2010</p> <p data-bbox="780 515 1209 580">Representative Director and President, Sony Supply Chain Solutions, Inc.</p> <p data-bbox="628 584 730 613">June 2012</p> <p data-bbox="780 584 1206 647">Corporate Executive, SVP, and President of Logistics Group, Sony Corporation</p> <p data-bbox="628 651 730 680">Jan. 2014</p> <p data-bbox="780 651 1222 734">Business Executive, SVP, and Senior General Manager of Energy Division, Device Solutions Business Group, Sony Corporation</p> <p data-bbox="628 739 730 768">Jan. 2015</p> <p data-bbox="780 739 1209 804">Representative Director and President, Sony Energy Devices Corporation</p> <p data-bbox="628 808 730 837">Sep. 2017</p> <p data-bbox="780 808 1182 891">Vice President, Director of Energy Device Division, Module Business Unit, Murata Manufacturing Co., Ltd.</p> <p data-bbox="628 896 730 925">Apr. 2019</p> <p data-bbox="780 896 1222 978">Executive Officer, Deputy Executive General Manager of International Business Division, METAWATER Co., Ltd.</p> <p data-bbox="628 983 730 1012">Apr. 2024</p> <p data-bbox="780 983 1209 1012">Executive Advisor, METAWATER Co., Ltd.</p> <p data-bbox="628 1016 730 1046">June 2024</p> <p data-bbox="780 1016 1190 1081">Trustee, International Christian University (to the present)</p> <p data-bbox="628 1086 730 1115">June 2025</p> <p data-bbox="780 1086 1174 1151">Outside Director of the Company (to the present)</p> <p data-bbox="628 1155 1023 1220">(Significant positions concurrently held) Trustee, International Christian University</p>	1,300
<p data-bbox="323 1227 1398 1496">Reason for election of the candidate for Outside Director and roles expected to play Mr. Yoshito Ezure possesses management experience at a global acoustics company and extensive industry expertise and knowledge as a corporate manager based on his experience overseas. We thus believe that Mr. Yoshito Ezure is suitable for achieving sustainable growth and improvement of corporate value of the Company and request his election as Outside Director. We also expect him, when appointed as Outside Director, to provide oversight and recommendations on business execution by the Company drawing on his expertise as stated above, while serving to maintain and enhance the proper governance of the Company as a member of the Nominating Advisory Committee and the Remuneration Advisory Committee. For these reasons, we judge that Mr. Yoshito Ezure will perform his duties appropriately as Outside Director and request that Mr. Yoshito Ezure continue to serve as Outside Director.</p>			

No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
7	 <p data-bbox="384 808 557 864">Yasuto Monden (January 7, 1975)</p> <p data-bbox="397 891 544 947">[New election] [Outside]</p> <p data-bbox="435 974 505 1003">[Male]</p>	<p data-bbox="628 286 1222 342">July 2000 Joined UBS Warburg (Japan) Limited (currently UBS Securities Japan Co., Ltd.)</p> <p data-bbox="628 349 1222 405">Jan. 2004 Investment Banking, EMEA (Europe, Middle East & Africa), London, UBS Limited</p> <p data-bbox="628 412 1222 468">Oct. 2006 Global Banking, UBS Securities Japan Co., Ltd.</p> <p data-bbox="628 474 1222 530">Jan. 2010 Investment Banking Corporate Division, Deutsche Securities Inc.</p> <p data-bbox="628 537 1222 622">Jan. 2011 Head of Industrials and Chemicals Sector Coverage, Investment Banking Managing Division, Deutsche Securities Inc.</p> <p data-bbox="628 629 1222 685">June 2012 Representative Director and President, Aslead Advisory Co., Ltd.</p> <p data-bbox="628 692 1222 748">Sept. 2015 Managing Director, Lone Star Japan Acquisitions, Ltd.</p> <p data-bbox="628 754 1222 810">May 2017 Director, in charge of Corporate Investments, Lone Star Japan Acquisitions, Ltd.</p> <p data-bbox="628 817 1222 873">Nov. 2019 Co-Founder and Managing Director, Aslead Capital Pte. Ltd.</p> <p data-bbox="628 880 1222 936">Dec. 2022 Chief Investment Officer, Swiss-Asia Financial Services Pte. Ltd.</p> <p data-bbox="628 943 1222 1028">June 2025 Representative Director and President (CEO) Chairman of the Board, Tokyo Cosmos Electric Co., Ltd. (to the present)</p> <p data-bbox="628 1034 1222 1090">July 2025 CEO and CIO, Axium Capital Pte. Ltd. (to the present)</p> <p data-bbox="628 1097 1222 1234">(Significant positions concurrently held) Representative Director and President (CEO) Chairman of the Board, Tokyo Cosmos Electric Co., Ltd. CEO and CIO, Axium Capital Pte. Ltd.</p>	0
<p data-bbox="323 1243 1404 1619">Reason for election of the candidate for Outside Director and roles expected to play Mr. Yasuto Monden possesses extensive knowledge of management and finance and broad knowledge of global capital markets and ESG, based on his work experience at several foreign-affiliated investment banks and a major U.S. investment firm, as well as his current role as Chief Investment Officer at an investment management company, where he leads investments in companies both in Japan and overseas. We thus believe that Mr. Yasuto Monden is suitable for achieving sustainable growth and improvement of corporate value of the Company and request his election as Outside Director. We also expect him, when appointed as Outside Director, to provide oversight and recommendations on business execution by the Company drawing on his expertise as stated above, while serving to maintain and enhance the proper governance of the Company as a member of the Nominating Advisory Committee and the Remuneration Advisory Committee. Furthermore, as he is the Chief Executive Officer of Axium Capital Pte. Ltd., the investment manager for the Company's shareholders, in order to avoid any substantial conflict of interest between the shareholders and Directors, he will decline all officer remuneration from the Company, even in the event he is elected as an Outside Director of the Company (excluding Directors who are Audit and Supervisory Committee Members).</p>			

No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
8	 <p>Jisoo Kim (October 18, 1963)</p> <p>[New election] [Outside] [Independent]</p> <p>[Male]</p>	<p>May 1991 Attorney at law, Watson Farley & Williams LLP (New York)</p> <p>Jan. 1994 Attorney at law, Yoon & Partners (Seoul)</p> <p>Apr. 1995 Attorney at law, Davis Polk & Wardwell LLP (Tokyo)</p> <p>May 1997 Vice President, In-house Counsel, Legal Department, Morgan Stanley Japan Limited, Tokyo Branch</p> <p>Apr. 2000 Vice President, Investment Banking Division (IBD), Morgan Stanley Japan Limited</p> <p>Apr. 2003 Head of Legal, Asia Real Estate Investment Division, General Electric Capital Corporation</p> <p>Jan. 2007 Executive Officer, in charge of Global M&A, FAST RETAILING CO., LTD.</p> <p>May 2008 Representative Director and President, UNIQLO FRANCE S.A.S.</p> <p>Oct. 2009 COO, Private Equity Division, CLSA Capital Partners</p> <p>Apr. 2015 Managing Director, Business Development Division, CLSA Capital Partners</p> <p>Oct. 2016 Senior Advisor, Yulchon LLC (Seoul)</p> <p>Jan. 2021 Executive Officer, Waara Inc. (Tokyo)</p> <p>Jan. 2021 Advisor, SK On Co., Ltd. (EV battery subsidiary of the SK Group, Korea)</p> <p>Oct. 2022 Head of Global Legal and Risk Management (Officer), UnaBiz Co., Ltd. (Taiwan)</p> <p>Jan. 2025 Founder and CEO, ASPIRE Inc. (Korea) (to the present)</p> <p>(Significant positions concurrently held)</p> <p>Founder and CEO, ASPIRE Inc. (Korea)</p>	0
<p>Reason for election of the candidate for Outside Director and roles expected to play</p> <p>Mr. Jisoo Kim, starting his career as an attorney at U.S. and U.K. affiliated law firms, has gained extensive experience at overseas securities companies and operating companies as well as at a major Korean law firm, and currently manages an M&A advisory firm. He has profound knowledge in areas the Company should strengthen going forward. We thus believe that Mr. Jisoo Kim is suitable for achieving sustainable growth and improvement of corporate value of the Company and request his election as Outside Director.</p> <p>We also expect him, when appointed as Outside Director, to provide oversight and recommendations on business execution by the Company drawing on his expertise as stated above, while serving to maintain and enhance the proper governance of the Company as a member of the Nominating Advisory Committee and the Remuneration Advisory Committee.</p>			

- Notes:
1. No conflict of interest exists between the Company and the above candidates.
 2. Ms. Kaoru Chujo, Mr. Yoshito Ezure, Mr. Yasuto Monden, and Mr. Jisoo Kim are candidates for Outside Director.
 3. Ms. Kaoru Chujo and Mr. Yoshito Ezure will have served as Outside Director for five (5) years and one (1) year respectively, at the conclusion of this General Meeting of Shareholders.
 4. Liability Limitation Agreement

Regarding the liability limitation agreement, the Company has concluded an agreement with Ms. Kaoru Chujo and Mr. Yoshito Ezure to limit their liability for damages as stipulated in Article 423, paragraph (1) of the Companies Act, in accordance with Article 427, paragraph (1) of the Act and the provisions of the Company's Articles of Incorporation. The Company will renew the agreement with them upon approval of their reelection. The Company also intends to enter into the agreement with Mr. Yasuto Monden and Mr. Jisoo Kim, upon approval of their election.

The amount of damages under the agreement will be limited within an amount prescribed by laws and regulations.
 5. The Company has entered into an indemnity agreement as stipulated in Article 430-2, paragraph (1) of the Companies Act, with Mr. Kazuhiro Kishi, Mr. Akihito Mochizuki, Mr. Hiroki Miura, Mr. Naoki Kanai, Ms. Kaoru Chujo, and Mr. Yoshito Ezure, respectively. The indemnity agreement provides that expenses as set forth in item 1 and losses as set forth in item 2 of Article 430-2, paragraph (1) shall be compensated by the Company to the extent provided by laws

and regulations. The Company will renew the same agreement with them upon approval of their reelection. The Company also intends to enter into a similar indemnity agreement with Mr. Yasuto Monden and Mr. Jisoo Kim, upon approval of their election.

6. The Company has purchased a liability insurance policy for directors and officers (D&O insurance) as set forth in Article 430-3, paragraph (1) of the Companies Act, which covers all the directors as the insured parties. Subject to approval of this Proposal as originally proposed and when the candidates assume the position of Director, each of them will become an insured party covered by this policy. With this insurance policy, potential losses resulting from directors, the insured, being held responsible for the execution of their duties or from claims/charges brought against them for such responsibility shall be covered. However, certain cases are excused from the coverage such as losses resulting from acts while the violation of laws is recognized. The premiums for the policy including riders are fully borne by the Company, with no substantial insurance cost to be borne by the insured. The policy will be renewed on July 1, 2026, during their term of office.
7. The Company has designated Ms. Kaoru Chujo and Mr. Yoshito Ezure as Independent Directors who will not have any conflicts of interest with the general shareholders as stipulated by provisions of the Tokyo Stock Exchange. If their reelection is approved, the Company will continue to designate them as Independent Directors. Mr. Jisoo Kim also meets the requirements for being independent as stipulated by provisions of the Tokyo Stock Exchange, and the Company is scheduled to register him as an Independent Director with the Tokyo Stock Exchange.
8. The Company's Criteria for Determining Independence

The Company determines the independence of Independent Outside Directors/Outside Corporate Auditors based on both the requirements of the Companies Act and the criteria of the Tokyo Stock Exchange. Additionally, the Company emphasizes high-level expertise and rich experience enabling constructive advice for the improvement of corporate value as qualities of Outside Directors/Outside Corporate Auditors.





Proposal 4: Election of Four (4) Directors Who Are Audit & Supervisory Committee Members

Subject to the approval and adoption of Proposal No. 2 “Amendment to the Articles of Incorporation,” the Company will make the transition to a company with an Audit & Supervisory Committee. Accordingly, the Company proposes the election of four (4) Directors who are Audit & Supervisory Committee Members.

The effectiveness of the resolution on this Proposal shall be conditional upon the approval of Proposal No. 2 “Amendment to the Articles of Incorporation” as originally proposed and upon the said amendment to the Articles of Incorporation taking effect pursuant to the resolution on the said Proposal.

In addition, the consent of the Board of Corporate Auditors has been obtained for the submission of this Proposal.


Candidates for the role of Director who is an Audit & Supervisory Committee Member are as follows:

No.	Name	Gender	Attribute	Attendance rate at meetings of the Board of Directors	Attendance rate at meetings of the Board of Corporate Auditors	Number of years in office
1	 Tatsuhito Tanaka	[Male]	[New election]	100% (12 out of 12 times)	100% (9 out of 9 times)	–
2	 Satoko Kimoto	[Female]	[New election] [Outside] [Independent]	100% (12 out of 12 times)	100% (9 out of 9 times)	–
3	 Aiko Oue	[Female]	[New election] [Outside] [Independent]	100% (12 out of 12 times)	100% (9 out of 9 times)	–
4	 Yukiko Nomura	[Female]	[New election] [Outside] [Independent]	100% (10 out of 10 times)	100% (6 out of 6 times)	–


New election: Candidate for new Director


Outside: Candidate for Outside Director

Independent: Independent Director as required by stock exchanges and other institutions

No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
1	 <p>Tatsuhiro Tanaka (February 5, 1964)</p> <p>[New election] [Male]</p> <p>Attendance rate at meetings of the Board of Directors 100% (12 out of 12 times)</p> <p>Attendance rate at meetings of the Board of Corporate Auditors 100% (9 out of 9 times)</p>	<p>Oct. 1991 Joined Price Waterhouse Aoyama Auditing Corporation</p> <p>Oct. 1998 Assigned to PricewaterhouseCoopers Ho Chi Minh Office</p> <p>July 2000 Assigned to PricewaterhouseCoopers Bangkok Office</p> <p>July 2002 Assigned to PricewaterhouseCoopers Beijing Office</p> <p>Nov. 2003 Returned to PricewaterhouseCoopers ChuoAoyama Auditing Corporation (Audit Department No. 1)</p> <p>Apr. 2005 Joined SoftBank Corp. (Internal Audit Office)</p> <p>Apr. 2007 Joined PricewaterhouseCoopers Aarata Auditing Corporation (Internal Control Advisory Department)</p> <p>Oct. 2011 Set up Tatsuhiro Tanaka CPA Office (to the present)</p> <p>Oct. 2011 Joined the Company</p> <p>Apr. 2014 Executive Officer, General Manager, Administration Division of the Company</p> <p>Jan. 2017 Executive Officer, General Manager, Corporate Management Division of the Company</p> <p>June 2018 Senior Executive Officer, General Manager, Corporate Management Division of the Company</p> <p>Oct. 2021 Senior Executive Officer of the Company, and Advisor of Foster Electric (U.S.A.), Inc.</p> <p>Apr. 2023 Senior Executive Officer of the Company</p> <p>June 2023 Full-Time Corporate Auditor of the Company (to the present)</p> <p>(Significant positions concurrently held) President, Tatsuhiro Tanaka CPA Office</p>	6,387
<p>Reason for election of the candidate for Director who is an Audit & Supervisory Committee Member Mr. Tatsuhiro Tanaka, as a certified public accountant, has a wealth of experience and substantial expertise. He has contributed to the enhancement of corporate divisions and internal audit systems. We judge that he will contribute to a more effective audit and supervision from a global perspective in the enhancement of our audit and supervisory function, and request that he be elected as Director who is an Audit & Supervisory Committee Member.</p>			

No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
2	 <p data-bbox="391 611 550 667">Satoko Kimoto (April 12, 1960)</p> <p data-bbox="400 696 541 777">[New election] [Outside] [Independent]</p> <p data-bbox="427 804 513 833">[Female]</p> <p data-bbox="336 862 606 943">Attendance rate at meetings of the Board of Directors 100% (12 out of 12 times)</p> <p data-bbox="336 969 606 1072">Attendance rate at meetings of the Board of Corporate Auditors 100% (9 out of 9 times)</p>	<p data-bbox="628 286 1219 394">Apr. 1983 Joined Large Enterprise Examination Division, Large Enterprise Examination and Criminal Investigation Department, National Tax Agency</p> <p data-bbox="628 405 1190 486">July 2007 Assistant Regional Commissioner of First Taxation Department, Kanto-Shinetsu Regional Taxation Bureau</p> <p data-bbox="628 497 1187 577">July 2008 Assistant Regional Commissioner of Planning and Administration Department, Sendai Regional Taxation Bureau</p> <p data-bbox="628 589 1187 669">July 2010 Director of Consumption Tax Office, Taxation Management Division, Taxation Department, National Tax Agency</p> <p data-bbox="628 680 1203 761">July 2011 Director of Information Technology Office, Planning Division, Commissioner's Secretariat, National Tax Agency</p> <p data-bbox="628 772 1177 801">July 2014 Vice President, National Printing Bureau</p> <p data-bbox="628 813 1166 860">July 2018 Director-General, Nagoya National Tax Tribunal</p> <p data-bbox="628 871 1209 952">Apr. 2020 Visiting Professor of Graduate School of Accounting & Finance, Chiba University of Commerce</p> <p data-bbox="628 963 1203 992">June 2020 Outside Corporate Auditor of the Company</p> <p data-bbox="628 1003 1206 1050">June 2021 Full-Time Outside Corporate Auditor of the Company</p> <p data-bbox="628 1061 1203 1115">June 2025 Outside Corporate Auditor of the Company (to the present)</p>	600
<p data-bbox="323 1126 1417 1346">Reason for election of the candidate for Outside Director who is an Audit & Supervisory Committee Member Ms. Satoko Kimoto has been involved in tax administration for many years, and has substantial knowledge and experience in taxation, finance, and accounting. She also has experience as a Full-Time Corporate Auditor at the Company for four years. For these reasons, we judge that she will contribute to a more effective audit and supervisory function, and request that she be elected as Outside Director who is an Audit & Supervisory Committee Member. Ms. Satoko Kimoto does not have previous experience in corporate management other than as Outside Officer; however, we judge that she can perform her duties appropriately as Outside Director who is an Audit & Supervisory Committee Member based on the above reasons.</p>			

No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
3	 <p>Aiko Oue (August 23, 1975)</p> <p>[New election] [Outside] [Independent]</p> <p>[Female]</p> <p>Attendance rate at meetings of the Board of Directors 100% (12 out of 12 times)</p> <p>Attendance rate at meetings of the Board of Corporate Auditors 100% (9 out of 9 times)</p>	<p>Jan. 2017 Admitted to Japanese Bar</p> <p>Jan. 2017 Joined Nakamoto Law Office</p> <p>Apr. 2017 Policy researcher of the Secretariat of the Public Interest Corporation Commission of the Cabinet Office</p> <p>Jan. 2020 Joined Kaikai Kiki Co., Ltd.</p> <p>May 2020 Outside Director of Kakiyasu Honten Co., Ltd. (to the present)</p> <p>Jan. 2022 Returned to Nakamoto Law Office</p> <p>June 2022 Outside Director of Sourcenext Corporation (to the present)</p> <p>June 2022 Outside Corporate Auditor of the Company (to the present)</p> <p>Jan. 2023 Joined JLX Partners (to the present)</p> <p>(Significant positions concurrently held)</p> <p>Joined JLX Partners</p> <p>Outside Director of Kakiyasu Honten Co., Ltd.</p> <p>Outside Director of Sourcenext Corporation</p>	8,300
<p>Reason for election of the candidate for Outside Director who is an Audit & Supervisory Committee Member Ms. Aiko Oue, as an attorney, has a wealth of experience and substantial expertise in legal matters and corporate governance. She also has experience as an in-house attorney. For these reasons, we judge that she will contribute to a more effective audit and supervision, so we request that she be elected as Outside Director who is an Audit & Supervisory Committee Member. Ms. Aiko Oue does not have previous experience in corporate management other than as Outside Officer; however, we judge that she can perform her duties appropriately as Outside Director who is an Audit & Supervisory Committee Member based on the above reasons.</p>			

No.	Name (date of birth)	Career summary, position, responsibilities and significant positions concurrently held	Number of Company's shares held
4	 <p>Yukiko Nomura (December 24, 1969)</p> <p>[New election] [Outside] [Independent]</p> <p>[Female]</p> <p>Attendance rate at meetings of the Board of Directors 100% (10 out of 10 times)</p> <p>Attendance rate at meetings of the Board of Corporate Auditors 100% (6 out of 6 times)</p>	<p>Apr. 1994 Joined Hyatt Regency Osaka Corporation</p> <p>Oct. 2002 Joined Asahi & Co. (currently KPMG AZSA LLC)</p> <p>Apr. 2006 Registered as Certified Public Accountant</p> <p>Oct. 2008 Seconded to KPMG LLP Hong Kong Office</p> <p>Oct. 2013 Joined Philip Morris Japan Limited</p> <p>June 2014 Outside Corporate Auditor, MONEY SQUARE HOLDINGS, INC.</p> <p>Apr. 2021 Joined Nagase & Co., Ltd.</p> <p>Mar. 2022 Outside Director and Audit and Supervisory Committee Member, ONE CAREER Inc.</p> <p>Nov. 2023 External Director, UPR Corporation (to the present)</p> <p>June 2025 Outside Corporate Auditor of the Company (to the present)</p> <p>(Significant positions concurrently held)</p> <p>External Director, UPR Corporation</p>	0
<p>Reason for election of the candidate for Outside Director who is an Audit & Supervisory Committee Member</p> <p>Ms. Yukiko Nomura has served in successive positions as Head of Finance and Internal Control at Japanese subsidiaries of multinational corporations, and has extensive experience in executing projects on a global scale, as well as in addressing management issues and strengthening the management foundation from a governance perspective. As a certified public accountant, she is also well-versed in audit services in Japan and abroad and IPO support, and as an Outside Director of a listed company, she has been deeply involved in management supervision and decision-making processes. Based on this high-level expertise and management perspective, we judge that she will contribute to a more effective audit and supervision, and request that she be elected as Outside Director who is an Audit & Supervisory Committee Member. Ms. Yukiko Nomura does not have previous experience in corporate management other than as Outside Officer; however, we judge that she can perform her duties appropriately as Outside Director who is an Audit & Supervisory Committee Member based on the above reasons.</p>			

- Notes:
1. No conflict of interest exists between the Company and the above candidates.
 2. Ms. Satoko Kimoto, Ms. Aiko Oue, and Ms. Yukiko Nomura are candidates for Outside Director.
 3. Ms. Satoko Kimoto, Ms. Aiko Oue, and Ms. Yukiko Nomura will have served as Outside Corporate Auditor for six (6) years, four (4) years, and one (1) year respectively, at the conclusion of this General Meeting of Shareholders.
 4. The name of Ms. Yukiko Nomura in the family register is Yukiko Baba.
 5. Liability Limitation Agreement

Regarding the liability limitation agreement, the Company has concluded an agreement with Mr. Tatsuhito Tanaka, Ms. Satoko Kimoto, Ms. Aiko Oue, and Ms. Yukiko Nomura to limit their liability for damages as stipulated in Article 423, paragraph (1) of the Companies Act, in accordance with Article 427, paragraph (1) of the Act and the provisions of the Company's Articles of Incorporation. The Company plans to enter into a new agreement containing the same terms with each of them upon approval of their election.

The amount of damages under the agreement will be limited within an amount prescribed by laws and regulations.
 6. The Company has entered into an indemnity agreement as stipulated in Article 430-2, paragraph (1) of the Companies Act, with Mr. Tatsuhito Tanaka, Ms. Satoko Kimoto, Ms. Aiko Oue, and Ms. Yukiko Nomura, respectively. The indemnity agreement provides that expenses as set forth in item 1 and losses as set forth in item 2 of Article 430-2, paragraph (1) shall be compensated by the Company to the extent provided by laws and regulations. The Company will renew the same agreement with them upon approval of their election.
 7. The Company has purchased a liability insurance policy for directors and officers (D&O insurance) as set forth in Article 430-3, paragraph (1) of the Companies Act, which covers all the directors as the insured parties. Subject to approval of this Proposal as originally proposed and when the candidates assume the position of Director, each of them will become an insured party covered by this policy. With this insurance policy, potential losses resulting from directors,

the insured, being held responsible for the execution of their duties or from claims/charges brought against them for such responsibility shall be covered. However, certain cases are excused from the coverage such as losses resulting from acts while the violation of laws is recognized. The premiums for the policy including riders are fully borne by the Company, with no substantial insurance cost to be borne by the insured. The policy will be renewed on July 1, 2026, during their term of office.

8. The Company has designated Ms. Satoko Kimoto, Ms. Aiko Oue, and Ms. Yukiko Nomura as Independent Directors who will not have any conflicts of interest with the general shareholders as stipulated by provisions of the Tokyo Stock Exchange. If their election is approved, the Company will continue to designate them as Independent Directors.

9. The Company's Criteria for Determining Independence

The Company determines the independence of Independent Outside Directors/Outside Corporate Auditors based on both the requirements of the Companies Act and the criteria of the Tokyo Stock Exchange. Additionally, the Company emphasizes high-level expertise and rich experience enabling constructive advice for the improvement of corporate value as qualities of Outside Directors.

<<Reference 1>> Nominating Advisory Committee

The Company established the Nominating Advisory Committee chaired by an Outside Director as an advisory organ of the Board of Directors.

Regarding the nomination of Directors and Executive Officers, the committee contributes to ensuring the appropriateness of such elections and transparency of the decision-making process by recommending candidates after deliberating on the expectations. The committee also deliberates on the independence of Outside Directors.

The candidates for Proposal No. 3 and Proposal No. 4 have passed through the deliberation process of the same Committee.

<<Reference 2>> Independence Criteria for Outside Directors/Outside Corporate Auditors

The Company determines the independence of Independent Outside Directors based on both the requirements of the Companies Act and the criteria of the Tokyo Stock Exchange. Additionally, the Company emphasizes high-level expertise and rich experience enabling constructive advice for the improvement of corporate value as qualities of Outside Directors/Outside Corporate Auditors.

Directors Skill Matrix

To establish an effective corporate governance system for sustainable growth, the Company nominates Directors with wide ranging business experience and diverse expertise and knowledge.

The skill matrix of the Company's Directors in case Proposal No. 3 and Proposal No. 4 are approved as proposed is presented below.

Name	Corporate management	International experience/ Global business	Sales/ Marketing	Manufacturing (Production/ Quality)	Technology/ Development	Financial Affairs/ Accounting/ Finance	Legal/Risk management	Sustainability including environment	IT/DX	Industry knowledge
Kazuhiro Kishi	●	●	●					●		●
Akihito Mochizuki	●	●	●			●	●	●	●	
Hiroki Miura	●	●		●	●			●		●
Naoki Kanai	●	●	●	●				●		●
Kaoru Chujo	●	●			●			●	●	
Yoshito Ezure	●	●	●							●
Yasuto Monden	●	●	●			●		●		●
Jisoo Kim	●	●	●			●	●	●		
Tatsuhito Tanaka		●				●	●			●
Satoko Kimoto						●	●			
Aiko Oue						●	●			
Yukiko Nomura		●	●			●	●		●	

Reasons for selection of each item in the Skill Matrix

Skill	Reason for selection
Corporate management	In order to evaluate and judge opportunities and risks across a wide range of businesses and achieve sustainable growth through appropriate investments, skills such as abundant management experience to respond to various changes in the business environment, solid knowledge, experience, and track record in corporate management, and a broad perspective that includes other fields are required.
International experience/ Global business	Such knowledge and experience are necessary to appropriately supervise and implement business operations based on an understanding of diverse values and cultures in order to achieve the sustainable global expansion of business areas.
Sales/Marketing	In order to deliver customer satisfaction and sustainable enhancement of corporate value, knowledge and experience in marketing activities and sales strategies are required to accurately identify changes in the business environment and the diversifying customer needs and to provide added value through proposal-based sales from the customer's perspective.
Manufacturing (Production/Quality)	In addition to value-added product development, to ensure the stable supply of safe and secure products, it is essential to establish a production and quality control system, which requires knowledge and experience in production and quality control.
Technology/Development	The development of high quality products that incorporate advanced technologies and offer safety, security, and comfort requires a track record of implementing various innovations and solid knowledge and experience in the fields of technology, quality, and the environment.
Financial Affairs/Accounting/Finance	Solid knowledge and experience in the areas of financial affairs and finance are required for building a strong financial foundation and developing and implementing financial strategies to sustainably increase corporate value.
Legal/Risk management	To establish an appropriate governance system, which is the foundation for sustainably increasing corporate value, and to achieve the stable development, manufacture, and supply of safe and secure products, solid knowledge and experience in the areas of risk management, corporate governance, and legal affairs are required.
Sustainability including environment	To realize a sustainable society, solving social issues through the promotion of sustainability activities based on ESG management and incorporating them into business activities as profit-earning opportunities that lead to sustainable growth requires solid knowledge and experience in the fields of ESG and sustainability.
IT/DX	To respond to changes in the business environment, achieve sustainable growth, and increase corporate value, it is essential to transform business and work styles through company-wide promotion of DX, as well as to utilize advanced information technology to improve the information infrastructure, including cyber attack countermeasures. Therefore, knowledge and experience in the IT and DX fields are required.
Industry knowledge	As the business environment undergoes significant change and uncertainty increases, in order to develop and promote business strategies that anticipate market changes and achieve the sustainable enhancement of corporate value, extensive, in-depth knowledge and experience in the industry are required.

Proposal 5: Determination of the Amount of Remuneration, Etc. for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The remuneration limit for Directors of the Company was resolved at the 72nd Ordinary General Meeting of Shareholders held on June 22, 2006 to be up to ¥300 million per year (excluding employee salaries) and has been maintained until today. Subject to the approval and adoption of Proposal No. 2 “Amendment to the Articles of Incorporation,” the Company will make the transition to a company with an Audit & Supervisory Committee.

Accordingly, in accordance with the provisions of Article 361, paragraphs (1) and (2) of the Companies Act, the Company proposes to abolish the existing framework for the abovementioned remuneration for Directors and set the amount of remuneration, etc. for Directors (excluding Directors who are Audit & Supervisory Committee Members), taking into account economic conditions and other relevant circumstances, up to ¥300 million per year (of which the portion for Outside Directors shall be up to ¥50 million per year, excluding employee salaries).

In addition, the specific amount, timing, and method of payment, etc. for each Director (excluding Directors who are Audit & Supervisory Committee Members) shall be determined by resolution of the Board of Directors. An overview of the Company’s policy for determining the content of individual remuneration, etc. for Directors of the Company is shown on 3. Matters Regarding Corporate Officers, (5) Remuneration, etc., of Directors and Corporate Auditors of the Business Report (in Japanese only). The Board of Directors, to be held after the conclusion of this General Meeting of Shareholders, is scheduled to amend the references from “Directors” to “Directors (excluding Directors who are Audit & Supervisory Committee Members),” but no substantive changes will be made. The contents of this Proposal are in line with the revised Policy, and have been determined by taking into account the report of the Remuneration Advisory Committee and various other circumstances. We have therefore determined that this Proposal is appropriate.

Currently, the Company has eight (8) Directors (three (3) of whom are Outside Directors), and if Proposal No. 2 “Amendment to the Articles of Incorporation” and Proposal No. 3 “Election of Eight (8) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)” are approved and passed as originally proposed, the number of Directors (excluding Directors who are Audit & Supervisory Committee Members) eligible for remuneration, etc. pursuant to the resolution of this Proposal will be eight (8) (including four (4) Outside Directors).

The effectiveness of the resolution on this Proposal shall be conditional upon the approval of Proposal No. 2 “Amendment to the Articles of Incorporation” as originally proposed and upon the said amendment to the Articles of Incorporation taking effect pursuant to the resolution on the said Proposal.

Proposal 6: Determination of the Amount of Remuneration, Etc. for Directors Who Are Audit & Supervisory Committee Members

Subject to the approval and adoption of Proposal No. 2 “Amendment to the Articles of Incorporation,” the Company will make the transition to a company with an Audit & Supervisory Committee.

Accordingly, in accordance with the provisions of Article 361, paragraphs (1) and (2) of the Companies Act, the Company proposes to set the amount of remuneration, etc. for Directors who are Audit & Supervisory Committee Members, taking into account economic conditions and other relevant circumstances, up to ¥60 million per year.

In addition, the specific amount, timing, and method of payment for each Director who is an Audit & Supervisory Committee Member shall be determined by discussion among the Directors who are Audit & Supervisory Committee Members. The content of this Proposal has been determined by the Board of Directors after comprehensively considering the Company’s business scale, the officer remuneration system and its payment level, the current number of officers, and future trends, etc. We therefore consider this Proposal to be appropriate.

If Proposal No. 2 “Amendment to the Articles of Incorporation” and Proposal No. 4 “Election of Four (4) Directors Who Are Audit & Supervisory Committee Members” are approved and passed as originally proposed, the number of Directors who are Audit & Supervisory Committee Members eligible for remuneration, etc. pursuant to the resolution of this Proposal will be four (4).

The effectiveness of the resolution on this Proposal shall be conditional upon the approval of Proposal No. 2 “Amendment to the Articles of Incorporation” as originally proposed and upon the said amendment to the Articles of Incorporation taking effect pursuant to the resolution on the said Proposal.

Proposal 7: Establishment of Remuneration Framework for the Stock Compensation Plan for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members and Outside Directors) and Executive Officers

1. Reason for the proposal and justification

The Company received at the 83rd Ordinary General Meeting of Shareholders held on June 22, 2017 approval to introduce a stock compensation plan, the “Board Benefit Trust (BBT)” (hereinafter referred to as the “former BBT plan”), for the Company’s Directors and Executive Officers (excluding Outside Directors) (hereinafter, the resolution at the 83rd Ordinary General Meeting of Shareholders is referred to as the “initial resolution”). In addition, the Company received approval at the 91st Ordinary General Meeting of Shareholders held on June 25, 2025, to additionally entrust money to the trust established under the former BBT plan (hereinafter referred to as the “Trust”) (hereinafter referred to as the “expansion of the former BBT plan limit”), to partially revise the former BBT plan to transition to a “Board Benefit Trust-Restricted Stock (BBT-RS)” (hereinafter referred to as the “Plan”), which includes implementing transfer restrictions on the provided shares until retirement, to revise the remuneration limit associated with both the former BBT plan and the Plan, and to make other necessary changes (hereinafter, the resolution at the 91st Ordinary General Meeting of Shareholders is referred to as the “original resolution”). However, the Company will transition to a company with an Audit & Supervisory Committee, subject to the approval and adoption of Proposal No. 2 “Amendment to the Articles of Incorporation.”

Accordingly, in accordance with the provisions of Article 361, paragraphs (1) and (2) of the Companies Act, the Company requests approval to abolish the abovementioned remuneration framework under the Plan for the current Directors (excluding Outside Directors) and to newly establish the remuneration framework under the Plan for Directors (excluding Directors who are Audit & Supervisory Committee Members and Outside Directors).

This Proposal is a procedural matter accompanying the transition to a company with an Audit & Supervisory Committee, and the substantive content of the remuneration framework under the Plan is identical to that approved at the 91st Ordinary General Meeting of Shareholders held on June 25, 2025. As with the original resolution, this Proposal aims to further clarify the link between the remuneration of Directors (excluding Directors who are Audit & Supervisory Committee Members and Outside Directors) and Executive Officers (hereinafter referred to as “Eligible Directors, etc.”) and the stock value of the Company, and to raise awareness among the Eligible Directors, etc. about contributing to improved medium- to long-term performance and enhanced corporate value by ensuring that they share not only the benefits of rising stock prices but also the risk of falling stock prices with shareholders. The Company’s Remuneration Advisory Committee has reported that the content of this Proposal is reasonable, taking into account the purpose of the Plan and the effect of granting incentives to improve medium- to long-term performance. The Plan is also consistent with the Policy on the Determination of Remuneration, etc. for Individual Directors (please refer to 3. Matters Regarding Corporate Officers, (5) Remuneration, etc., of Directors and Corporate Auditors, ■ Matters Regarding the Determination of the Content of Remuneration, etc. for Individual Directors of the Business Report (in Japanese only). The Board of Directors, to be held after the conclusion of this General Meeting of Shareholders, is scheduled to amend the references from “Directors” to “Directors (excluding Directors who are Audit & Supervisory Committee Members),” but no substantive changes will be made.) Therefore, we believe that the content of this Proposal is appropriate.

This Proposal seeks approval for the specific calculation method and specific details of the amount of remuneration, etc. to be paid based on the Plan to the Company’s Directors (excluding Directors who are Audit & Supervisory Committee Members and Outside Directors; hereinafter the same shall apply unless otherwise specified), separately from the limit on monetary remuneration, etc. for Directors (excluding Directors who are Audit & Supervisory Committee Members) (up to ¥300 million per year, of which the portion for Outside Directors shall be up to ¥50 million per year), as proposed in Proposal No. 5 “Determination of the Amount of Remuneration, Etc. for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members).”

The details of the Plan are entrusted to the Board of Directors within the framework of 2. below.

If Proposal No. 2 “Amendment to the Articles of Incorporation” and Proposal No. 3 “Election of Eight (8) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)” are approved and passed as originally proposed, the number of Directors eligible for remuneration, etc. pursuant to the resolution of this Proposal will be four (4).

The effectiveness of the resolution on this Proposal shall be conditional upon the approval of Proposal No. 2 “Amendment to the Articles of Incorporation” as originally proposed and upon the said amendment to the Articles of Incorporation taking effect pursuant to the resolution on the said Proposal.

2. Specific calculation method and specific details of the amount of remuneration, etc. related to the Plan

(1) Summary of the Plan

The Plan is a stock compensation plan in which the Company’s shares are acquired through the Trust using the money contributed by the Company, and the Company’s shares and an amount of money equivalent to the market value of the Company’s shares (hereinafter referred to as the “Company’s Shares, etc.”) are provided to the Eligible Directors, etc. through the Trust in accordance with the Stock Benefit Regulations for Directors, etc. established by the Company. The timing for Eligible Directors, etc. to receive the benefits of Company shares is, in principle, at a certain time every year, and the timing for Eligible Directors, etc. to receive monetary benefits equivalent to the market price of Company shares is, in principle, upon their retirement. If Eligible Directors, etc. receive benefits of the Company’s shares while in office, they shall enter into a transfer restriction agreement with the Company prior to the provision of the Company’s shares as described in 3. below. As a result, the Company’s shares that Eligible Directors, etc. receive while in office will be restricted from being disposed of by transfer, etc. until the Eligible Director, etc. retires.

(2) Eligible for the Plan

Directors (Directors who are Audit & Supervisory Committee Members and Outside Directors are excluded from the Plan) and Executive Officers (those selected by the Remuneration Advisory Committee) of the Company

(3) Trust period

From August 2017 until the end of the Trust (The trust will continue as long as the Plan continues, without setting a specific expiration date for the trust period. The Plan will terminate due to events such as the delisting of the Company’s shares or the abolition of the Stock Benefit Regulations for Directors, etc.)

(4) Trust amount

Pursuant to the former BBT plan and the Plan, the Company has established the Trust by contributing the funds necessary for the Trust to acquire in advance, for a certain period, the number of shares that is reasonably expected to be required to grant stock benefits. The Company’s shares and monies remaining in the trust property of the Trust shall continue to be used as the source of benefits under the former BBT plan and the Plan after the approval and adoption of this Proposal.

For the three fiscal years from the fiscal year ended on March 31, 2026 to the fiscal year ending on March 31, 2028 (hereinafter, the three fiscal year period and the periods every three fiscal years commencing after the expiration of the three fiscal years are each referred to as the “eligible periods”) and each subsequent eligible period, the Company shall, in principle, reasonably estimate the number of shares necessary to provide benefits to Eligible Directors, etc. under the Plan for each eligible period, and shall additionally contribute funds deemed necessary for the Trust to acquire them in advance. However, when making such additional contributions, if the trust property contains any remaining shares of the Company (excluding shares of the Company equivalent to the number of points granted to Eligible Directors, etc. during each eligible period up to immediately before and for which benefits have not yet been provided to Eligible Directors, etc.) and monies (hereinafter referred to as the “remaining shares, etc.”), the remaining shares, etc. shall be used as the source of benefits under the Plan for subsequent eligible periods, and the additional contribution amount shall be calculated by taking the remaining shares, etc. into consideration. If the Company decides to make an additional contribution, the Company will disclose this promptly and appropriately.

(5) Method and number of the Company’s shares to be acquired by the Trust

Acquisition of the Company’s shares by the Trust shall be carried out through the exchange market or by way of underwriting the Company’s treasury share disposition using the funds contributed to by the above (4). Since the maximum number of points granted to Eligible Directors, etc. is 80,000 points per fiscal year as described in (6) below, the maximum number of Company shares the Trust will acquire

for each eligible period is 240,000 shares. Details of the Trust's acquisition of the Company's shares will be disclosed promptly and appropriately.

- (6) Maximum number of the Company's shares, etc. to be provided to Eligible Directors, etc.

Eligible Directors, etc. are granted a number of points for each fiscal year based on the Stock Benefit Regulations for Directors, etc. that are determined by taking their position into consideration. The total number of points granted to Eligible Directors, etc. per fiscal year shall be limited to 80,000 points (of which 60,000 points for Directors). This was determined after comprehensively considering the current level of officer remuneration, trends in the number of Eligible Directors, etc., and future projections, etc., and the Company therefore deems it appropriate. Points granted to Eligible Directors, etc. are converted to one (1) share of common stock per point when paying the Company's shares, etc. as described in (7) below (however, in the event of a stock split, gratis allotment of shares, or reverse stock split of the Company's shares after this Proposal is approved, the maximum number of points and the number of granted points or the conversion ratio will be adjusted reasonably according to the ratio, etc.). The proportion of voting rights corresponding to 600 shares, which is the upper limit of points granted per business year to Directors, in relation to the total number of issued shares with voting rights 226,609 (as of March 31, 2026), is approximately 0.26%. The number of points of Eligible Directors, etc., used as the basis for the provision of the Company's shares, etc. in the following (7) shall be the number of points granted to such Eligible Directors, etc. by the time the beneficial interest is determined in the following (7) (hereinafter, the points calculated in this way are referred to as the "determined number of points").

- (7) Specific calculation method of the amount of payment and remuneration, etc. of the Company's shares, etc.

Eligible Directors, etc. who meet the beneficiary requirements will receive benefits from the Trust at a certain time every year for a number of the Company's shares according to the "determined number of points" which is determined, in principle, in (6) above, by performing the prescribed beneficiary determination procedures. However, if the Directors, etc. meet the requirements prescribed in the Stock Benefit Regulations for Directors, etc., they will, for a certain proportion, receive a monetary benefit equivalent to the market value of the Company's shares, in principle, upon retirement, in lieu of receiving the Company's shares. The Company's shares may be sold under the Trust to provide monetary benefits. In addition, if Eligible Directors, etc. receive benefits of the Company's shares while in office, they shall enter into a transfer restriction agreement with the Company prior to the provision of the Company's shares as described in 3. below. As a result, the Company's shares that Eligible Directors, etc. receive while in office will be restricted from being disposed of by transfer, etc. until the Eligible Director, etc. retires. Even Eligible Directors, etc. who have been granted points will not be able to acquire the right to receive benefits if the Remuneration Advisory Committee finds that they neglect their duties as Eligible Directors, etc. or commit other acts in violation of laws and regulations (not limited to those in the course of the performance of duties).

The amount of remuneration, etc. to be received by Directors shall be based on the total number of points to be granted to Directors multiplied by the book value per share of the Company's shares held by the Trust at the time of the points grant (however, in the event of a stock split, gratis allotment of shares, or reverse stock split, etc., reasonable adjustments will be made according to the ratio, etc. of the Company's shares). In addition, in cases where monies are paid in exceptional circumstances in accordance with the provisions of the Stock Benefit Regulations for Directors, etc., if deemed appropriate, the total amount shall be calculated by adding the aforementioned amounts.

- (8) Exercise of voting rights

Voting rights related to the Company's shares in the Trust account shall not be exercised uniformly based on instructions from the trust administrator. Through this method, the Company intends to ensure neutrality regarding the Company's management in the exercise of voting rights related to the Company's shares in the Trust account.

- (9) Handling of dividends

Dividends on the Company's shares within the Trust account are received by the Trust and allocated towards the acquisition cost of the Company's shares, as well as the trustee's trust fees and other related expenses. Upon termination of the Trust, the dividends, etc. remaining in the Trust will be allocated and

provided to Eligible Directors, etc. who are in office at the time in accordance with the provisions of the Stock Benefit Regulations for Directors, etc. according to the number of points held by each of them.

(10) Handling upon termination of the Trust

The Trust will terminate if an event occurs such as the delisting of the Company's shares or the discontinuation of the Stock Benefit Regulations for Directors, etc. Of the residual assets of the Trust at the termination of the Trust, the Company plans to acquire all of the Company's shares without contribution and cancel them by resolution of the Board of Directors. Of the residual assets of the Trust at the termination of the Trust, the amount of monies to be paid to the Company shall be calculated by subtracting monies to be paid to the Eligible Directors, etc. pursuant to (9) above.

3. Summary of transfer restriction agreements for the Company's shares to be provided to Eligible Directors, etc.

If Eligible Directors, etc. receive benefits from the Company's shares under the Plan while in office, prior to the provision of the Company's shares, they shall enter into a transfer restriction agreement with the Company (hereinafter referred to as the "Transfer Restriction Agreement"), the contents of which are summarized below (Eligible Directors, etc. shall receive benefits from the Company's shares on the condition that they enter into the Transfer Restriction Agreement). However, in cases where Eligible Directors, etc. have already retired at the time of the stock provision, the Company may provide the Company's shares without entering into this Transfer Restriction Agreement.

(i) Details of transfer restrictions

Eligible Directors, etc. must not transfer, establish a security interest in, or otherwise dispose of the Company's shares they receive during the period from the date they receive the provision of the Company's shares to the date they retire from all positions as officers of the Company.

(ii) Acquisition without contribution by the Company

In cases where certain violations or similar actions occur, or if the conditions for lifting the transfer restrictions explained in (iii) below are not met, the Company will acquire such shares without contribution.

(iii) Lifting of transfer restrictions

If an Eligible Director, etc. retires all of his/her positions as an officer of the Company on justifiable grounds or retires due to death, the Company shall lift the transfer restrictions at that time.

(iv) Handling in the event of organizational restructuring, etc.

If, during the transfer restriction period, a merger agreement in which the Company becomes the dissolving company or any other matter related to organizational restructuring, etc. is approved at the Company's General Meeting of Shareholders, etc., the Board of Directors shall lift the transfer restrictions immediately before the business day preceding the effective date of such organizational restructuring, etc.

During the transfer restriction period, the Company's shares eligible for the transfer restrictions under this Transfer Restriction Agreement will be managed in dedicated accounts established by the Eligible Directors, etc., at a securities company designated by the Company, to ensure that no transfer, establishment of a security interest, or other disposition can occur.

In addition to the above, the Transfer Restriction Agreement shall contain a manifestation of intent, the notification method for the Restriction Agreement, the amendment method for the Restriction Agreement, and other matters to be determined by the Board of Directors.