

To Our Shareholders with Voting Rights

Toshihiko Suzuki
Representative Director and President
AIDA ENGINEERING, LTD.
2-10 Ohyama-cho, Midori-ku, Sagamihara,
Kanagawa 252-5181, Japan

Notice of the 91st Ordinary General Meeting of Shareholders

Dear Shareholders:

We would like to take this opportunity to express our sincere appreciation for your support.

Please be informed that the 91st Ordinary General Meeting of Shareholders of AIDA ENGINEERING, LTD. (hereinafter, the “Company”) to be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures to provide the information contained in the Reference Documents for the General Meeting of Shareholders, etc. (matters subject to the electronic provision) in electronic form. Please review the matters subject to the measures for electronic provision are posted on the following website on the Internet.

The Company’s website: <https://www.aida.co.jp/en/ir/event/index.html#anc03>

In addition to the website above, matters subject to the measures for electronic provision are also posted on the Tokyo Stock Exchange (TSE)’s website. Please access the TSE website (Listed Company Search) below, enter “AIDA ENGINEERING” in the “Issue name (company name)” field or “6118,” the securities code of the Company in the “Code” field to search, select “Basic information” followed by “Documents for public inspection/PR information” to view the details.

TSE’s website (Listed Company Search)

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

In the event that you do not attend the meeting in person, you can exercise your voting rights via the Internet or by post. Please review the Reference Documents for the General Meeting of Shareholders provided in the matters subject to the measures for electronic provision, and exercise your voting rights by 5:30 p.m., Wednesday, June 24, 2026.

1. **Date/Time:** 10:30 a.m., Thursday, June 25, 2026
2. **Place:** The conference room of the Company
2-10 Ohyama-cho, Midori-ku, Sagamihara, Kanagawa, Japan

3. **Meeting Agenda:**

- Matters to be reported:
1. Business Report, Consolidated Financial Statements and Non-Consolidated Financial Statements for the 91st Fiscal Year (from April 1, 2025 to March 31, 2026)
 2. Audit Reports of the Accounting Auditors and the Board of Statutory Auditors on the Consolidated Financial Statements for the 91st Fiscal Year (from April 1, 2025 to March 31, 2026)

Proposals to be resolved:

- | | |
|------------|---|
| Proposal 1 | Appropriation of Retained Earnings |
| Proposal 2 | Partial Amendments to the Articles of Incorporation |
| Proposal 3 | Election of Six (6) Directors |
| Proposal 4 | Election of One (1) Statutory Auditor |

4. Other Matters Regarding the Notice of the General Meeting of Shareholders

- (1) In accordance with the provisions of laws and regulations and the Company's Articles of Incorporation, among the matters subject to the measures for electronic provision, the following items are excluded from the documents delivered to shareholders who have requested a hard copy. The Statutory Auditors and the Accounting Auditors have audited the documents subject to audit, including the following items.
 - "Matters Related to the Company's Stock Acquisition Rights" and "Corporate Systems and Policies" in the Business Report
 - "Consolidated Statements of Changes in Net Assets" and "Notes to Consolidated Financial Statements" in the Consolidated Financial Statements
 - "Non-Consolidated Statements of Changes in Net Assets" and "Notes to Non-Consolidated Financial Statements" in the Non-Consolidated Financial Statements
- (2) If you exercise your voting rights both via the Internet and by post, we will treat the online voting as valid. If you exercise your voting rights more than once via the Internet, we will treat the most recent exercise of your voting rights as valid.
- (3) If you make no indication whether you are voting for or against the proposals on the returned voting form, you shall be deemed to have voted FOR the proposals.
- (4) The exercise of voting rights by proxy is limited to delegation to one proxy who must be a shareholder with voting rights. In such cases, please submit the voting form of the shareholder attending as a proxy, along with documentation proving the proxy's authority (a power of attorney and the voting form of the shareholder whose voting rights are being exercised by the proxy), to the reception desk at the venue.
- (5) Notice of resolutions made by this General Meeting of Shareholders shall be posted on the Company's website. Thank you for your understanding.

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- ⊙ If you are attending the meeting in person, please submit the enclosed voting form at the reception desk.
 - ⊙ If any revisions to the matters subject to the measures for electronic provision arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on the Company's website and TSE's website on the Internet, as listed in the previous page.

Reference Documents for the General Meeting of Shareholders

Proposals and references

Proposal 1-Appropriation of Retained Earnings

With regard to shareholder returns, based on our basic policy of enhancing capital efficiency while ensuring a balance between growth investment and shareholder returns, we will aim to achieve a dividend on equity (DOE)* of 3% or higher to provide stable dividends.

*Equity excluding the impact of foreign currency translation adjustments.

The Company will pay an ordinary dividend of ¥39 per share for the 91st fiscal year, an increase ¥2 compared to the previous fiscal year based on the equity capital at the end of the current fiscal year.

Matters relating to year-end dividends

- (1) Category of dividend property
Cash
- (2) Matters relating to the allocation of dividend property and the total amount of such allocation
¥39 per share of the Company's common stock
Total payment: ¥2,287,119,588
- (3) Effective date of dividend of retained earnings
June 26, 2026

Proposal 2-Partial Amendments to the Articles of Incorporation

1. Reasons for amendments

In order to ensure that Directors who are not Executive Directors, etc. and Statutory Auditors can fully perform their expected roles, the Company will partially amend Article 29 (Exemption from Liability of Directors) and Article 38 (Exemption from Liability of Statutory Auditors) of the current Articles of Incorporation to provide that such Directors and Statutory Auditors may enter into liability limitation contracts.

The Company has already obtained the consent of each Statutory Auditor with respect to the amendment to Article 29 of the current Articles of Incorporation.

2. Details of amendments

The details of the amendments are as follows.

(Amended parts are underlined.)

Current Articles of Incorporation	Proposed Amendments
<p>(Exemption from Liability of Directors) Article 29. The Company may, by resolution of the Board of Directors, exempt Directors (including former Directors) from liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act to the extent permitted by laws and regulations, pursuant to the provisions of Article 426, Paragraph 1 of the same Act.</p> <p>2. The Company may enter into a contract with <u>Outside Directors</u> to limit liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act to the sum of the amounts specified in each item of Article 425, Paragraph 1 of the same Act, pursuant to the provisions of Article 427, Paragraph 1 of the same Act.</p>	<p>(Exemption from Liability of Directors) Article 29. <Unchanged></p> <p>2. The Company may enter into a contract with <u>Directors (excluding those are Executive Directors, etc.)</u> to limit liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act to the sum of the amounts specified in each item of Article 425, Paragraph 1 of the same Act, pursuant to the provisions of Article 427, Paragraph 1 of the same Act.</p>
<p>(Exemption from Liability of Statutory Auditors) Article 38. The Company may, by resolution of the Board of Directors, exempt Statutory Auditors (including former Statutory Auditors) from liability for damages stipulated in Article 423, Paragraph 1 of the the Companies Act to the extent permitted by laws and regulations, pursuant to the provisions of Article 426, Paragraph 1 of the same Act.</p> <p>2. The Company may enter into a contract with <u>Outside Statutory Auditors</u> to limit liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act to the sum of the amounts specified in each item of Article 425, Paragraph 1 of the same Act, pursuant to the provisions of Article 427, Paragraph 1 of the same Act.</p>	<p>(Exemption from Liability of Statutory Auditors) Article 38. <Unchanged></p> <p>2. The Company may enter into a contract with <u>Statutory Auditors</u> to limit liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act to the sum of the amounts specified in each item of Article 425, Paragraph 1 of the same Act, pursuant to the provisions of Article 427, Paragraph 1 of the same Act.</p>

Proposal 3-Election of Six (6) Directors

The terms of office of all eight (8) Directors (of which, four (4) are Outside Directors) will expire at the conclusion of this General Meeting of Shareholders. Accordingly, in order to enable the Board of Directors to make strategic and agile decisions, the decrease of two (2) Directors and the election of six (6) Directors are proposed.

[Reference]

If this Proposal is approved in its current form, the composition of the Board of Directors will be as follows:



The candidates for Directors are listed below.

No.	Name	Gender	Current positions and duties at the Company	Candidate attribute	Attendance at Board of Directors' meetings (91st fiscal year)
1	Kimikazu Aida	Male	Representative Director and Chairman	Candidate for re-election	8 of 15 (53%)
2	Toshihiko Suzuki	Male	Representative Director and President Chief Executive Officer (CEO) Division Manager, Research & Development Headquarters	Candidate for re-election	15 of 15 (100%)
3	Junichi Yonaiyama	Male	Director, Operating Officer Division Manager, Sales Headquarters Division Manager, Global Operation Headquarters	Candidate for re-election	12 of 12 (100%) (since assuming office on June 25, 2025)
4	Hirofumi Gomi	Male	Director	Candidate for re-election Outside Director Independent Director	15 of 15 (100%)
5	Isao Iguchi	Male	Director	Candidate for re-election Outside Director Independent Director	15 of 15 (100%)
6	Kiyoe Kado (Name on the family register: Kiyoe Takeda)	Female	Director	Candidate for re-election Outside Director Independent Director	15 of 15 (100%)

No.	Name (Date of birth)	Brief personal history, position, duties and concurrent holding of important positions	Number of the Company's shares held
2	<p>Toshihiko Suzuki (August 28, 1961)</p> <p>[Candidate for re-election]</p> <p>Board of Directors' meeting attendance during the fiscal year ended March 31, 2026 - 100% (15 out of 15 meetings)</p>	<p>December 2011 Joined AIDA ENGINEERING, LTD.</p> <p>June 2014 Operating Officer</p> <p>May 2015 Division Manager, Engineering Headquarters</p> <p>June 2015 Director</p> <p>June 2017 Managing Executive Officer Division Manager, Sales Headquarters</p> <p>June 2018 Senior Managing Executive Officer</p> <p>October 2018 Division Manager, Sales & Customer Service Headquarters</p> <p>April 2020 Representative Director (current position) Executive Vice President Chief Operating Officer (COO) Division Manager, Sales Headquarters</p> <p>April 2021 Division Manager, Production Headquarters</p> <p>June 2022 Division Manager, Research & Development Headquarters (current position)</p> <p>April 2023 President (current position) Chief Executive Officer (CEO) (current position)</p> <p><Concurrent holding of important positions> Chairman, REJ Co., Ltd. Vice Chairman, AIDA AMERICA CORP.</p>	18,063
<p><Reasons for electing the candidate for Director> Toshihiko Suzuki has been engaged mainly in the engineering division with a high level of expertise in control technology. He has also been engaged in the development, sales, customer service and manufacturing divisions, and has gained abundant experience and broad knowledge, including working overseas, in addition to familiarity with the entire business of the Company. Since assuming office as Representative Director and President in April 2023, he has demonstrated his capacities for strength in leadership to enhance our corporate value and has assumed responsibility for the management of the Group. Based on the above, we judge that he is the right person for steady achievement of the newly launched medium-term management plan and realization of sustainable growth, and request his re-election as Director.</p>			

No.	Name (Date of birth)	Brief personal history, position, duties and concurrent holding of important positions	Number of the Company's shares held
3	Junichi Yonaiyama (February 23, 1964) [Candidate for re-election] Board of Directors' meeting attendance during the fiscal year ended March 31, 2026 - 100% (12 out of 12 meetings) (since assuming office on June 25, 2025)	April 1986 Joined Tokyo SANYO Electric Co., Ltd. (currently Panasonic Corporation) September 1992 Joined FAG Japan Co., Ltd. (currently Schaeffler Japan Co., Ltd.) February 1996 Joined AIDA ENGINEERING, LTD. March 2015 Deputy Division Manager, Sales Headquarters June 2023 Operating Officer July 2024 Executive Officer June 2025 Director (current position) Operating Officer (current position) July 2025 Division Manager, Sales Headquarters (current position) Division Manager, Global Operation Headquarters (current position) <Concurrent holdings of important positions> Chairman, AIDA S.r.l.	7,828
<Reasons for electing the candidate for Director> Junichi Yonaiyama currently supervises the Sales Headquarters as Division Manager, and also assumes responsibility for the management of our global business and business in Europe as Division Manager of Global Operation Headquarters. He has gained abundant experience in international operations, through his previous oversea assignment at our Asian and European bases, where he was engaged in businesses promotion in various regions. Based on the above, we judge that he is the right person for realization of sustainable improvement of corporate value, and request his re-election as Director.			

No.	Name (Date of birth)	Brief personal history, position, duties and concurrent holding of important positions	Number of the Company's shares held
4	<p data-bbox="268 719 448 779">Hirofumi Gomi (May 13, 1949)</p> <p data-bbox="240 826 475 920">[Candidate for re-election] [Outside Director] [Independent Director]</p> <p data-bbox="240 1010 475 1205">Board of Directors' meeting attendance during the fiscal year ended March 31, 2026 - 100% (15 out of 15 meetings)</p>	<p data-bbox="496 286 1214 1570"> April 1972 Joined the Ministry of Finance July 1996 Director of the Research Division, Banking Bureau, Ministry of Finance June 1998 Director-General, Inspection Department, Financial Supervisory Agency (currently Financial Services Agency) July 2000 Secretary-General, Executive Bureau, Securities and Exchange Surveillance Commission, Financial Services Agency July 2001 Director-General, Inspection Bureau, Financial Services Agency July 2002 Director-General, Supervisory Bureau, Financial Services Agency July 2004 Commissioner, Financial Services Agency July 2007 Retired from Financial Services Agency November 2009 Visiting Professor, Aoyama Gakuin University (current position) January 2014 Advisor, NISHIMURA & ASAHI February 2015 Senior Advisor, THE BOSTON CONSULTING GROUP June 2015 Outside Director, AIDA ENGINEERING, LTD. (current position) June 2016 Outside Director, Infoteria Corporation (currently Asteria Corporation) (current position) Outside Director, MIROKU JYOHO SERVICE CO., LTD. (current position) June 2017 Outside Director, SBI Holdings, Inc. June 2019 Outside Director, ZUU Co., Ltd. (current position) June 2020 Outside Director, THE FUKUSHIMA BANK, LTD. February 2022 Chairman of the Board, Shinsei Bank, Limited (currently SBI Shinsei Bank, Limited) (scheduled to resign on June 22, 2026) </p> <p data-bbox="496 1576 1070 1637"><Concurrent holding of important positions> Chairman of the Board, SBI Shinsei Bank, Limited</p>	0
<p data-bbox="233 1650 1246 1711"><Reasons for electing the candidate for Outside Director and the overview of expected roles></p> <p data-bbox="233 1718 1246 2042">Hirofumi Gomi has abundant experience and advanced expertise acquired through his participation in the financial administration of the country as Commissioner of the Financial Services Agency, etc. and has been providing advice and suggestions useful for management of the Company. He has abundant experience in corporate management of other multiple companies, including as a director and chairman of a private sector financial institution and as an outside officer, which he has utilized for the Company's management, and has been supervising management from an independent and objective point of view. Based on the above, we judge that he is suitable as Outside Director of the Company, expect him to continue playing the above-mentioned roles, and request his re-election as Outside Director.</p>			

No.	Name (Date of birth)	Brief personal history, position, duties and concurrent holding of important positions	Number of the Company's shares held
5	<p style="text-align: center;">Isao Iguchi (September 3, 1954)</p> <p>[Candidate for re-election] [Outside Director] [Independent Director]</p> <p>Board of Directors' meeting attendance during the fiscal year ended March 31, 2026 - 100% (15 out of 15 meetings)</p>	<p>April 1977 Joined Mitsubishi Electric Corporation</p> <p>April 2008 Corporate Executive, General Manager, Industrial Products Marketing Division, Factory Automation Systems Group, Mitsubishi Electric Corporation</p> <p>April 2010 Corporate Executive, Senior General Manager, Chubu Branch Office, Mitsubishi Electric Corporation</p> <p>April 2012 Executive Officer, Vice President, Corporate Marketing Group, Mitsubishi Electric Corporation</p> <p>April 2016 Senior Vice President, Group President, Automotive Equipment Group, Deputy Senior General Manager, ITS Business Development Group, Mitsubishi Electric Corporation</p> <p>April 2019 Senior Corporate Adviser, Mitsubishi Electric Corporation (resigned in March 2022)</p> <p>June 2021 Outside Director, AIDA ENGINEERING, LTD. (current position)</p> <p><Concurrent holding of important positions> Not applicable</p>	3,188
<p><Reasons for electing the candidate for Outside Director and the overview of expected roles></p> <p>Isao Iguchi has acquired abundant experience and broad knowledge in the automatic machines and factory automation businesses, on which the Company focuses, through his career at Mitsubishi Electric Corporation as Corporate Executive and General Manager of Industrial Products Marketing Division of Factory Automation Systems Group, Executive Officer and Vice President of Corporate Marketing Group, and Senior Vice President and Group President of Automotive Equipment Group, and he has been providing advice and suggestions useful for management of the Company. In addition, he has insights into corporate management, and has been utilizing these for the Company's management and supervising management from an independent and objective point of view. Based on the above, we judge that he is suitable as Outside Director of the Company, expect him to continue playing the above-mentioned roles, and request his re-election as Outside Director.</p>			

No.	Name (Date of birth)	Brief personal history, position, duties and concurrent holding of important positions	Number of the Company's shares held
6	<p>Kiyoe Kado (February 8, 1955) (Name on the family register: Kiyoe Takeda)</p> <p>[Candidate for re-election] [Outside Director] [Independent Director]</p> <p>Board of Directors' meeting attendance during the fiscal year ended March 31, 2026 - 100% (15 out of 15 meetings)</p>	<p>April 1978 Assistant, University of Tokyo Faculty of Law</p> <p>July 1981 Researcher, Anderson Mōri & Rabinowitz (Currently Anderson Mōri & Tomotsune)</p> <p>April 1985 Full-Time Lecturer, University of Toyama Faculty of Economics</p> <p>April 1987 Assistant Professor, University of Toyama Faculty of Economics</p> <p>April 1988 Assistant Professor, University of Tsukuba Faculty of Social Sciences</p> <p>April 1992 Assistant Professor, Seijo University Faculty of Law</p> <p>April 1995 Professor, Rikkyo University College of Law and Politics</p> <p>October 2005 Managing Director, Rikkyo Educational Corporation</p> <p>April 2010 Dean, Rikkyo University College of Law and Politics</p> <p>April 2016 Auditor (part time), Chiba University</p> <p>June 2017 Outside Director, LIXIL VIVA CORPORATION (currently ARCLANDS CO., LTD.)</p> <p>June 2018 Outside Director (Audit and Supervisory Committee Member), LIXIL VIVA CORPORATION (currently ARCLANDS CO., LTD.)</p> <p>April 2020 Professor Emeritus, Rikkyo University (current position)</p> <p>July 2020 Registered as an attorney-at-law (Dai-ichi Tokyo Bar Association) Joined Shimada Hamba & Osajima as Visiting Attorney (current position)</p> <p>April 2022 Visiting Professor, Meiji Gakuin University</p> <p>June 2022 Director, Trust Forum Foundation (current position)</p> <p>June 2023 Outside Director, AIDA ENGINEERING, LTD. (current position)</p> <p>June 2024 Visiting Professor, Takaoka University of Law (current position)</p> <p><Concurrent holding of important positions> Not applicable</p>	0

<p><Reasons for electing the candidate for Outside Director and the overview of expected roles></p> <p>In addition to participating in research studies in the field of civil law, Kiyoe Kado has acquired advanced expertise in general business legal practices as a legal specialist, and has been providing advice and suggestions useful for the management of the Company. In addition, she has experience in human resources development as the dean of a university's law department, as well as experience in corporate management as a full-time director of an incorporated educational institution and as an outside director of a business corporation. She has been utilizing these for the management of the Company and supervising management from an independent and objective point of view. Based on the above, we judge that she is suitable as Outside Director of the Company and expect her to continue playing the above-mentioned roles. Therefore, we request her re-election as Outside Director.</p>	
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- (Notes)
1. There is no special interest between the above candidates and the Company.
 2. The number of the Company's shares each candidate holds is shown including shares of stock in Shareholding Association.
 3. Hirofumi Gomi, Isao Iguchi and Kiyoe Kado are candidates for Outside Directors as stipulated in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act.
 4. The Company designated Hirofumi Gomi, Isao Iguchi and Kiyoe Kado as Independent Directors as defined by Tokyo Stock Exchange, Inc., and registered them with the Tokyo Stock Exchange as Independent Directors. If the re-election of these candidates is approved at this General Meeting of Shareholders, the Company will re-designate them as Independent Directors.
 5. Isao Iguchi had served until March 2019 as Senior Vice President of Mitsubishi Electric Corporation, one of the Company's business partners. However, for the fiscal year ended March 31, 2026, the transaction amount between the Company and Mitsubishi Electric Corporation is immaterial, as the Company's sales to and purchases from Mitsubishi Electric Corporation comprised less than 1% of the Company's consolidated net sales. Therefore, the Company judges that there is no risk of a conflict of interest with ordinary shareholders and no impact on independence.
 6. The term of office of Hirofumi Gomi as an Outside Director is eleven (11) years at the closing of this General Meeting of Shareholders. The term of office of Isao Iguchi as an Outside Director is five (5) years at the closing of this General Meeting of Shareholders. The term of office of Kiyoe Kado as an Outside Director is three (3) years at the closing of this General Meeting of Shareholders.
 7. Pursuant to the Articles of Incorporation, the Company has entered into contracts with Hirofumi Gomi, Isao Iguchi, and Kiyoe Kado, which provide that the liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act shall be limited to the minimum liability amount specified in each item of Article 425, Paragraph 1 of the same Act. If the re-election of these candidates is approved at this General Meeting of Shareholders, the Company will continue the aforementioned liability limitation contracts with them.
 8. The Company has concluded a directors and officers liability insurance agreement with an insurance company. The insurance policy covers damage that may arise when the insured assumes liability for the execution of his or her duties or receives a claim related to the pursuit of such liability. If the election of each candidate for Director is approved, he or she will be insured under the insurance contract. The Company plans to renew the insurance contract with the same contents at the time of the next renewal.

Proposal 4-Election of One (1) Statutory Auditor

The term of office of one (1) Statutory Auditor Junichiro Hiratsuka will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of one (1) Statutory Auditor is proposed.

The Company has already obtained the consent of the Board of Statutory Auditors with respect to the submission of this proposal.

The candidate for Statutory Auditor is shown below.

Name (Date of birth)	Brief personal history, position and concurrent holding of important positions			Number of the Company's shares held
<p>Mikio Mochizuki (July 8, 1954)</p> <p>[New Candidate]</p>	April	1978	Joined Ishikawajima-Harima Heavy Industries Co., Ltd. (currently IHI Corporation)	1,254
	April	2011	Executive Officer, IHI Corporation	
	April	2014	President and CEO, IHI INC. (Regional Headquarter for the Americas)	
	April	2014	Managing Executive Officer, General Manager of Finance & Accounting Division, IHI Corporation	
	June	2016	Director, Managing Executive Officer, General Manager of Finance & Accounting Division, IHI Corporation	
	April	2017	Director, Managing Executive Officer, President of Industrial Systems and General-Purpose Machinery Business Area, IHI Corporation	
	April	2018	Director, IHI Corporation	
	June	2018	Adviser, IHI Corporation (resigned in June 2021)	
	June	2021	Outside Director , AIDA ENGINEERING, LTD. (current position)	
	June	2022	Outside Director (Member of Audit Committee), Toshiba Corporation	
December	2023	Corporate Auditor, Toshiba Corporation		
<Concurrent holding of important positions> Not applicable				
<p><Reasons for electing the candidate for Statutory Auditor></p> <p>Mikio Mochizuki has acquired abundant experience and broad knowledge in the industrial machinery business including the presses through his career at IHI Corporation as President and CEO of Regional Headquarter for the Americas, Director, Managing Executive Officer, General Manager of Finance & Accounting Division, and Director responsible for Industrial Systems and General-Purpose Machinery Business Area, and also has experience in corporate management and auditing as an outside director of another company. In addition, over the past five year, he has attended the Board of Directors' meetings and management meetings as Outside Director of the Company, and fully understands our management challenges and actual organizational operations. We judge that he will be able to apply the experience and knowledge to the audits of the Company, and appropriately perform his duties as a Statutory Auditor; we therefore request his new election as Statutory Auditor.</p>				

- (Notes)
1. Mikio Mochizuki is a new candidate for a Statutory Auditor.
 2. There is no special interest between Mikio Mochizuki and the Company.
 3. The number of the Company's shares Mikio Mochizuki holds is shown including shares of stock in Shareholding Association.
 4. If Proposal 2 and the election of Mikio Mochizuki as a Statutory Auditor are approved as proposed at this General Meeting of Shareholders, pursuant to the Articles of Incorporation, the Company will enter into a contract with him, which provides that the liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act shall be limited to the minimum liability amount specified in each item of Article 425, Paragraph 1 of the same law.
 5. The Company has concluded a directors and officers liability insurance agreement with an insurance company. The insurance policy covers damage that may arise when the insured assumes liability for the execution of his or her duties or receives a claim related to the pursuit of such liability. If the election of Mikio Mochizuki as a Statutory Auditor is approved, he will be insured under the insurance contract. The Company plans to renew the insurance contract with the same contents at the time of the next renewal.

(Reference) Skill Matrix of Directors and Statutory Auditors (including the candidates)

	Category Name	Outside Independent Officer	Gender	Main areas of expertise /Areas of expected contribution							
				Corporate management	Accounting, finance, & capital market	Risk management, legal affairs, & compliance ^{*1}	International operations	Sales & marketing	Technology & research and development	IT & DX	Personnel affairs & human resource development
Directors	Kimikazu Aida		Male	○			○	○	○		
	Toshihiko Suzuki		Male	○		○		○	○	○	
	Junichi Yonaiyama		Male				○	○			
	Hirofumi Gomi	✓	Male	○	○	○					
	Isao Iguchi	✓	Male					○		○	
	Kiyoe Kado	✓	Female			○					○
Statutory Auditors	Mikio Mochizuki		Male		○	○	○				
	Fusakazu Kondo	✓	Male		○	○					
	Kiyotaka Sasaki	✓	Male		○	○				○	○

(Notes) 1. “Risk management, legal affairs, & compliance” includes the perspective of product liability (PL).

2. The above table shows areas where each Director and Statutory Auditor is particularly expected to make a particular contribution. It does not indicate all of their skills and expert knowledge.

(Reference) Independence Criteria for Outside Officers

The Company has established the criteria for determining the independence of Outside Officers.

In principle, a person who does not fall under any of the following items at present or within the past three years

- (1) A party whose major business partner is the Company, or an executor of business thereof if the party is a corporation, etc.
- (2) A major business partner of the Company, or an executor of business thereof if the party is a corporation, etc.
- (3) A consultant, accounting specialist or legal specialist who receives a significant amount of money or other property from the Company other than the compensation from the Company as an Outside Officer.
- (4) An employee, etc. of the consulting firm, accounting office or law firm, etc. whose major business partner is the Company
- (5) A party who receives a significant amount of donation, etc. from the Company, or an executor of business thereof if the party is a corporation, etc.
- (6) A major shareholder (a party who holds 10% or more of the total voting rights) of the Company, or an executor of business thereof if the party is a corporation, etc.
- (7) A close relative of the following (excluding insignificant person)
 - A. A person who falls under (1) to (6) described above
 - B. A Director, Statutory Auditor, Operating Officer or important employee of the Company or its subsidiary

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