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Securities Code: 7259

May 28, 2025

(Start of Measures for Providing Information in Electronic Format: May 20, 2025)

To Those Shareholders with Voting Rights

Moritaka Yoshida
President
AISIN CORPORATION
1, Asahi-machi 2-chome, Kariya-shi
Aichi, Japan

NOTICE OF THE 102nd ORDINARY GENERAL MEETING OF SHAREHOLDERS

You are cordially invited to attend the 102nd Ordinary General Meeting of Shareholders of AISIN CORPORATION (hereinafter, the “Company”). Please access the websites listed below to confirm the details. The meeting will be held as described below.

When convening this Ordinary General Meeting of Shareholders, the Company will provide information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format.

This information can be found on the following websites.

The Company’s website:

<https://www.aisin.com/jp/investors/report/> (in Japanese)

Tokyo Stock Exchange (TSE) website (Listed Company Search):

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

(Access the TSE website by using the internet address shown above, enter “AISIN Corporation” in “Issue name (company name)” or the Company’s securities code “7259” 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].”)

If you are unable to attend the meeting, you can exercise your voting rights by mailing the enclosed Voting Rights Exercise Form or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders (pages 3 through 18), and exercise your voting rights no later than 5:30 p.m. on Monday, June 16, 2025.

1. Date and Time: Tuesday, June 17, 2025 at 10:00 a.m.

2. Place: The Company’s KYODOKAN Hall
36, Hachiken-cho 2-chome, Kariya-shi, Aichi

3. Agenda of the Meeting:

Matters to be reported: The Business Report, the Financial Statements, the Consolidated Financial Statements, and the audit results of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board for the 102nd Fiscal Term (from April 1, 2024 to March 31, 2025).

Proposals to be resolved:

Proposal No. 1: Election of Eight Directors

Proposal No. 2: Election of Three Audit & Supervisory Board Members

Proposal No. 3: Election of One Substitute Audit & Supervisory Board Member

Reference Documents for the General Meeting of Shareholders

Proposals and references

Proposal No. 1: Election of Eight Directors

The term of office for all of eight Directors of the Company will expire at the closing of this General Meeting of Shareholders. Accordingly, the Company proposes the election of eight Directors including four Outside Directors.

The candidates for Directors are as follows:

Candidate No.	Name	Current Position at the Company	Responsibilities at the Company	Attributes of the Candidate
1	Moritaka Yoshida	President	—	Reelected
2	Shintaro Ito	Director	Chief Administrative Officer, Executive Vice President, and in charge of Internal Audit Department	Reelected
3	Yoshihisa Yamamoto	Director	Chief Technology Strategy Officer, Executive General Manager of Product Development Center	Reelected
4	Masahiro Nishikawa	Director	Chief Carbon Neutral Officer, Executive General Manager of Carbon Neutral & Environment Promotion Center	Reelected
5	Koji Kobayashi	Outside Director	—	Reelected Outside Director
6	Tsuguhiko Hoshino	Outside Director	—	Reelected Outside Director Independent Director
7	Yasuhito Hirota	—	—	Newly elected Outside Director Independent Director
8	Keiko Tatsuwaki	—	—	Newly elected Outside Director Independent Director Female Director

Reelected: Candidate for Director to be reelected

Newly elected: Candidate for New Director

Outside Director: Candidate for Outside Director

Independent Director: Candidate for Independent Director as specified by Tokyo Stock Exchange, Inc.

Female Director: Female candidate for Director

Candidate No.	Name	Career summary	
1	Moritaka Yoshida Reelected	April 1980	Joined Toyota Motor Co., Ltd.
		June 2009	Managing Officer of Toyota Motor Corporation
		April 2014	Senior Managing Officer of Toyota Motor Corporation
		January 2018	Executive Vice President of Toyota Motor Corporation
		June 2020	Chairman of TOYOTA CENTRAL R&D LABS., INC.
		June 2021	President and Executive President of the Company (to present)
		Current Position at the Company: President	Responsibilities at the Company: —
		The reasons why the Company elects him as a candidate for Director: Mr. Moritaka Yoshida has an extensive career including as President of the Mid-size Vehicle Company and the head of the Vehicle Development Center while serving as Executive Vice President at Toyota Motor Corporation, and has experience as a management executive at TOYOTA CENTRAL R&D LABS., INC. He has been engaged in the Company's management as President of the Company (to present) since 2021. He is recommended for the position of Director as he is expected to make use of his extensive experience and expansive insights into overall corporate management for the management of the Company.	
		Date of birth: July 12, 1957 (67 years old)	Special interest relationship with the Company: —
		Important concurrent position: Outside Director of EXEDY Corporation	Number of shares of the Company held: 86,400 shares
		Number of years since the candidate assumed the office of Director: 4 years (at the closing of this General Meeting of Shareholders)	Attendance to Board of Directors' Meetings: 12/12 meetings (100.0%)

Candidate No.	Name	Career summary	
2	Shintaro Ito Reelected	April 1983	Joined Aisin Seiki Co., Ltd.
		June 2010	Managing Officer of Aisin Seiki Co., Ltd.
		April 2017	Senior Managing Officer of Aisin Seiki Co., Ltd.
		April 2019	Senior Executive Officer of Aisin Seiki Co., Ltd.
		April 2021	Executive Vice President of the Company
		June 2021	Director of the Company (to present)
		April 2022	Senior Executive Officer of the Company (to present)
		Current Position at the Company: Director	Responsibilities at the Company: Chief Administrative Officer, Executive Vice President, and in charge of Internal Audit Department
		The reasons why the Company elects him as a candidate for Director: Mr. Shintaro Ito worked primarily in the Managerial Administration Sector at the Company and has management experience serving as top management of a Group company overseas. Since 2021, he has been engaged in the Company's management, serving as Director and Executive Vice President, and is presently Director and Senior Executive Officer (to present), and Chief Administrative Officer and Executive Vice President of the Company. He is recommended for the position of Director as he is expected to make use of his extensive experience and expansive insights into overall corporate management for the management of the Company.	
		Date of birth: March 19, 1961 (64 years old)	Special interest relationship with the Company: —
		Important concurrent position: Outside Corporate Auditor of EXEDY Corporation	Number of shares of the Company held: 75,700 shares
		Number of years since the candidate assumed the office of Director: 4 years (at the closing of this General Meeting of Shareholders)	Attendance to Board of Directors' Meetings: 12/12 meetings (100.0%)

Candidate No.	Name	Career summary	
3	Yoshihisa Yamamoto Reelected	April 1989	Joined Aisin AW Co., Ltd.
		April 2015	Senior Executive Officer of Aisin AW Co., Ltd.
		April 2020	Senior Managing Officer of Aisin AW Co., Ltd.
		April 2021	Executive Vice President of the Company
		April 2022	Senior Executive Officer of the Company (to present)
		June 2022	Director of the Company (to present)
		Current Position at the Company: Director	Responsibilities at the Company: Chief Technology Strategy Officer, Executive General Manager of Product Development Center
		The reasons why the Company elects him as a candidate for Director: Mr. Yoshihisa Yamamoto worked primarily in the technology development field of Powertrain at the Company. Since 2021 he has served as Executive Vice President of the Company and is presently Director, Senior Executive Officer (current position), as well as Chief Technology Strategy Officer, engaged in the Company's management. He is recommended for the position of Director as he is expected to make use of his extensive experience and expansive insights concerning overall management and the technological development strategy of the Company.	
		Date of birth: December 17, 1964 (60 years old)	Special interest relationship with the Company: —
		Important concurrent position: —	Number of shares of the Company held: 35,500 shares
		Number of years since the candidate assumed the office of Director: 3 years (at the closing of this General Meeting of Shareholders)	Attendance to Board of Directors' Meetings: 12/12 meetings (100.0%)

Candidate No.	Name	Career summary	
4	Masahiro Nishikawa Reelected	April 1984	Joined Aisin Seiki Co., Ltd.
		June 2011	Managing Officer of Aisin Seiki Co., Ltd.
		April 2014	Senior Managing Officer of Aisin Seiki Co., Ltd.
		June 2017	Director of Aisin Seiki Co., Ltd.
		April 2019	Senior Executive Officer of Aisin Seiki Co., Ltd.
		April 2021	Senior Executive Officer of the Company (to present)
		June 2024	Director of the Company (to present)
		Current Position at the Company: Director	Responsibilities at the Company: Chief Carbon Neutral Officer, Executive General Manager of Carbon Neutral & Environment Promotion Center
		The reasons why the Company elects him as a candidate for Director: Mr. Masahiro Nishikawa has served primarily in the production technology field of auto body products at the Company. Since 2019, he has served as Senior Executive Officer, and is presently Director, Senior Executive Officer (current position), as well as Chief Carbon Neutral Officer, engaged in the Company’s management. He is recommended for the position of Director as he is expected to make use of his extensive experience and expansive insights concerning overall management and manufacturing in Japan and abroad.	
		Date of birth: February 17, 1962 (63 years old)	Special interest relationship with the Company: –
Important concurrent position: –	Number of shares of the Company held: 72,900 shares		
Number of years since the candidate assumed the office of Director: 1 year (at the closing of this General Meeting of Shareholders)	Attendance to Board of Directors’ Meetings: 10/10 meetings (100.0%)		

Candidate No.	Name	Career summary	
5	Koji Kobayashi Reelected Outside Director	April 1972	Joined Toyota Motor Co., Ltd.
		June 2004	Managing Officer of Denso Corporation
		June 2015	Vice Chairman and Member of the Board of Denso Corporation
		February 2016	Advisor of Toyota Motor Corporation
		January 2018	Executive Vice President of Toyota Motor Corporation
		January 2018	Member of the Board of Denso Corporation
		June 2018	Executive Vice President and Member of the Board of Directors (Representative Director) of Toyota Motor Corporation
		June 2021	Director of the Company (to present)
		April 2023	“Banto” and Executive Fellow of Toyota Motor Corporation (to present)
		Current Position at the Company:	Responsibilities at the Company:
		Outside Director	—
		The reasons why the Company elects him as a candidate for Outside Director and overview of his expected role: Mr. Koji Kobayashi is recommended for the position of Outside Director as he is expected to make use of his extensive experience and expansive expertise as a management executive over many years at Toyota Motor Corporation and other companies in the automobile industry in order to provide advice and opinions from a broad perspective to the management of the Company.	
		Date of birth:	Special interest relationship with the Company:
		October 23, 1948 (76 years old)	—
		Important concurrent position:	Number of shares of the Company held:
		“Banto” and Executive Fellow of Toyota Motor Corporation	0 shares
		Number of years since the candidate assumed the office of Director:	Attendance to Board of Directors’ Meetings:
		4 years (at the closing of this General Meeting of Shareholders)	10/12 meetings (83.3%)

Candidate No.	Name	Career summary	
6	Tsuguhiko Hoshino Reelected Outside Director Independent Director	April 1983	Joined the Ministry of Finance
		July 2011	Deputy Director General of the Minister’s Secretariat, Ministry of Finance
		July 2015	First Deputy Commissioner, National Tax Agency
		June 2016	Director General of the Tax Bureau, Ministry of Finance
		July 2019	Commissioner, National Tax Agency
		June 2021	Outside Director of Tokyu Fudosan Holdings Corporation (to present)
		June 2021	Board Member (Vice Chairman) of The General Insurance Association of Japan (to present)
		June 2023	Director of the Company (to present)
		Current Position at the Company: Responsibilities at the Company:	
		Outside Director –	
		The reasons why the Company elects him as a candidate for Outside Director and overview of his expected role: Mr. Tsuguhiko Hoshino has served as Director General of the Tax Bureau, Ministry of Finance, and Commissioner of the National Tax Agency. Through this professional experience, he has advanced expertise in finance, monetary policy, legal affairs and compliance. He is recommended for the position of Outside Director as he is expected to provide supervision and advice and opinions from an independent standpoint regarding the overall execution of business of the Company utilizing his extensive experience and expansive insight gained from his working at a Japanese embassy abroad and supervisory experience as an Outside Director of a company in another business sector.	
		Date of birth: Special interest relationship with the Company:	
November 6, 1959 (65 years old) –			
Important concurrent position: Number of shares of the Company held:			
Outside Director of Tokyu Fudosan Holdings Corporation Board Member (Vice Chairman) of The General Insurance Association of Japan 700 shares			
Number of years since the candidate assumed the office of Director: Attendance to Board of Directors’ Meetings:			
2 years (at the closing of this General Meeting of Shareholders) 12/12 meetings (100.0%)			

Candidate No.	Name	Career summary	
7	Yasuhito Hirota Newly elected Outside Director Independent Director	April 1980	Joined Mitsubishi Corporation
		April 2010	Senior Executive Officer, General Manager of Corporate Administration Dept. of Mitsubishi Corporation
		June 2014	Representative Director, Executive Vice President, Corporate Functional Officer of Mitsubishi Corporation
		January 2018	Advisor of ASICS Corporation
		March 2018	President and COO, Representative Director of ASICS Corporation
		March 2022	President, CEO and COO, Representative Director of ASICS Corporation
7	Yasuhito Hirota Newly elected Outside Director Independent Director	January 2024	Chairman and CEO, Representative Director of ASICS Corporation (to present)
		June 2024	Outside Director, Member of the Board of CASIO COMPUTER CO., LTD. (to present)
		Current Position at the Company:	Responsibilities at the Company:
		–	–
		The reasons why the Company elects him as a candidate for Outside Director and overview of his expected role: Mr. Yasuhito Hirota has many years of management experience at Mitsubishi Corporation and ASICS Corporation. Throughout his career he has gained a high level of expertise, particularly in the area of business strategy. He is recommended for the position of Outside Director as he is expected to make use of his extensive experience and expansive insights concerning overall management and supervise the business execution of the Company as well as provide advice and opinions from an independent standpoint.	
		Date of birth: November 5, 1956 (68 years old)	Special interest relationship with the Company: –
7	Yasuhito Hirota Newly elected Outside Director Independent Director	Important concurrent position: Chairman and CEO, Representative Director of ASICS Corporation Outside Director of CASIO COMPUTER CO., LTD.	Number of shares of the Company held: 1,000 shares

Candidate No.	Name	Career summary	
8	Keiko Tatsuwaki Newly elected Outside Director Independent Director Female Director	June 2003	Partner at Deloitte Touche Tohmatsu LLC
		October 2016	Head, ESG and Integrated Reporting Advisory Unit of Deloitte Touche Tohmatsu LLC
		February 2017	President of Deloitte Tohmatsu Sustainability Co., Ltd.
		July 2023	Advisor of Deloitte Tohmatsu Sustainability Co., Ltd.
		March 2024	Outside Auditor of ISE CHEMICALS CORPORATION (to present)
		Current Position at the Company:	Responsibilities at the Company:
		—	—
		The reasons why the Company elects her as a candidate for Outside Director and overview of her expected role:	
		After Recruit Co., Ltd., Ms. Keiko Tatsuwaki worked for many years at Deloitte Tohmatsu LLC, where she engaged in consulting on ESG, CSR, internal control and other fields. Throughout her career, she has gained a high level of expertise, particularly in the fields of governance, risk management, and sustainability. She is recommended for the position of Outside Director as she is expected to provide supervision and advice and opinions from an independent standpoint mainly regarding the promotion of sustainability at the Company utilizing her extensive experience and expansive insight gained from her experience in corporate management and auditing as an Outside Director.	
		Date of birth:	Special interest relationship with the Company:
		May 18, 1958 (67 years old)	—
		Important concurrent position:	Number of shares of the Company held:
		Outside Auditor of ISE CHEMICALS CORPORATION	0 shares

Notes: 1. The Company was created by the merger of Aisin Seiki Co., Ltd. and Aisin AW Co., Ltd. and changed the company name to AISIN CORPORATION in April 2021.

2. The age, position and responsibility of each candidate are accurate as of the date of this General Meeting of Shareholders.
3. On October 1, 2024, the Company executed a one-for-three stock split of each common share. The number of Company shares held will be the number of shares after the stock split.
4. Mr. Koji Kobayashi, Mr. Tsuguhiko Hoshino, Mr. Yasuhito Hirota, and Ms. Keiko Tatsuwaki are the candidates for Outside Directors stipulated in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act. The Company has registered Mr. Tsuguhiko Hoshino as Independent Director as specified by Tokyo Stock Exchange, Inc. In the event that Mr. Yasuhito Hirota and Ms. Keiko Tatsuwaki are elected as Director, they will be an Independent Director as specified by Tokyo Stock Exchange, Inc.
5. The term of office of Mr. Koji Kobayashi as Outside Director of the Company will reach four years at the closing of this General Meeting of Shareholders.
6. The term of office of Mr. Tsuguhiko Hoshino as Outside Director of the Company will reach two years at the closing of this General Meeting of Shareholders.
7. The number shown under “Attendance to Board of Directors’ Meetings” for Mr. Masahiro Nishikawa indicates his attendance to the meetings that were held after his inauguration on June 19, 2024.
8. The Company has entered into agreements with Mr. Koji Kobayashi and Mr. Tsuguhiko Hoshino to limit the liability stipulated by Article 423, Paragraph 1 of the Companies Act to the amount stipulated by Article 425, Paragraph 1 of the Companies Act and if their reelection is approved, the Company intends to continue these agreements.
9. In the event that Mr. Yasuhito Hirota and Ms. Keiko Tatsuwaki are elected as Directors, the Company will enter into agreements with these individuals to limit the liability stipulated by Article

423, Paragraph 1 of the Companies Act to the amount stipulated by Article 425, Paragraph 1 of the Companies Act.

10. The Company has entered into an agreement with an insurance company for a liability insurance policy for directors and other officers as stipulated by Article 430-3, Paragraph 1 of the Companies Act. If this proposal is adopted in its current form and each candidate takes office as Director, he/she will be covered by this insurance policy, which will compensate him/her for damages and litigation costs, etc., that he/she may incur upon being subject to claims for damages arising from actions undertaken in the course of his/her duties as an officer of the Company. The Company is planning to renew this insurance policy in September 2025.

Proposal No. 2: Election of Three Audit & Supervisory Board Members

The terms of office of Audit & Supervisory Board Members Makoto Mitsuya, Kiyomi Kato and Junko Ueda will expire at the closing of this General Meeting of Shareholders. Therefore, the Company proposes the election of three Audit & Supervisory Board Members. The Audit & Supervisory Board has already approved this Proposal No. 2.

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

Candidate No.	Name	Career summary	
1	Makoto Mitsuya Reelected	April 1981	Joined Aisin Seiki Co., Ltd.
		June 2005	Managing Officer of Aisin Seiki Co., Ltd.
		June 2009	Senior Managing Director of Aisin Seiki Co., Ltd.
		June 2012	Director and Senior Managing Officer of Aisin Seiki Co., Ltd.
		June 2013	Director and Vice President of Aisin Seiki Co., Ltd.
		April 2020	Executive Vice President of Aisin Seiki Co., Ltd.
		June 2020	Director of Aisin Seiki Co., Ltd.
		June 2021	Audit & Supervisory Board Member of the Company (to present)
		Current Position at the Company: Audit & Supervisory Board Member	
		The reasons why the Company elects him as a candidate for Audit & Supervisory Board Member: Mr. Makoto Mitsuya has many years of management experience primarily in the Managerial Administration Sector including as Director and Executive Vice President of the Company. He is recommended as Audit & Supervisory Board Member as he is expected to make use of his knowledge concerning finance and accounting and extensive experience and expansive insights as a management executive.	
		Date of birth: December 13, 1958 (66 years old)	Special interest relationship with the Company: —
		Important concurrent position: —	Number of shares of the Company held: 147,600 shares
		Number of years since the candidate assumed the office of Audit & Supervisory Board Member: 4 years	Attendance to Board of Directors' Meetings: 12/12 meetings (100.0%)

Candidate No.	Name	Career summary	
2	Kiyomi Kato Reelected Female Audit & Supervisory Board Member	March 2008	Joined Aisin Seiki Co., Ltd.
		January 2017	Assistant Section Chief in the Finance & Accounting Department of Aisin Seiki Co., Ltd.
		January 2020	Manager of the Audit & Supervisory Board Office of Aisin Seiki Co., Ltd.
		June 2021	Audit & Supervisory Board Member of the Company (to present)
		Current Position at the Company: Audit & Supervisory Board Member	
		The reasons why the Company elects her as a candidate for Audit & Supervisory Board Member: Ms. Kiyomi Kato has served primarily in the accounting and audit fields at the Company, and in particular has extensive insights into matters related to corporate law, finance, and accounting. She is recommended as Audit & Supervisory Board Member as she is expected to make use of the extensive experience and expansive insights which she has developed over her career for the audit of the Company.	
		Date of birth: November 6, 1963 (61 years old)	Special interest relationship with the Company: —
		Important concurrent position: —	Number of shares of the Company held: 17,900 shares
		Number of years since the candidate assumed the office of Audit & Supervisory Board Member: 4 years	Attendance to Board of Directors' Meetings: 12/12 meetings (100.0%)

Candidate No.	Name	Career summary	
3	Junko Ueda Reelected Outside Audit & Supervisory Board Member Independent Audit & Supervisory Board Member Female Audit & Supervisory Board Member	April 2003	Professor at Department of Modern Management, Sugiyama Jogakuen University
		April 2007	Professor at Shizuoka Law School
		May 2008	Outside Corporate Auditor of OKAYA & CO., LTD.
		April 2010	Professor at Faculty of Law, Kyushu University
		April 2017	Professor at Aichi Law School (to present)
		April 2021	Dean of Aichi Law School (to present)
		June 2021	Audit & Supervisory Board Member of the Company (to present)
		Current Position at the Company: Outside Audit & Supervisory Board Member	
		The reasons why the Company elects her as a candidate for Outside Audit & Supervisory Board Member: Ms. Junko Ueda has served as a professor at Aichi Law School and as an Outside Director at another company. Throughout her career, she has gained a high level of expertise in corporate law. She is recommended as Outside Audit & Supervisory Board Member as she is expected to make use of her extensive experience and expansive insights concerning corporate governance for the audit of the Company.	
		Date of birth: August 14, 1959 (65 years old)	Special interest relationship with the Company: —
		Important concurrent position: Dean of Aichi Law School	Number of shares of the Company held: 1,400 shares
		Number of years since the candidate assumed the office of Audit & Supervisory Board Member: 4 years	Attendance to Board of Directors' Meetings: 12/12 meetings (100.0%)

- Notes: 1. The age and position of the above candidates for Audit & Supervisory Board Member are accurate as of the date of this General Meeting of Shareholders.
2. On October 1, 2024, the Company executed a one-for-three stock split of each common share. The number of Company shares held will be the number of shares after the stock split.
3. Ms. Junko Ueda is a candidate for Outside Audit & Supervisory Board Member stipulated in Article 2, Paragraph 3, Item 8 of the Ordinance for Enforcement of the Companies Act. The Company has registered her as an Independent Audit & Supervisory Board Member as specified by Tokyo Stock Exchange, Inc.
4. The term of office of Ms. Junko Ueda as Outside Audit & Supervisory Board Member of the Company will reach four years at the closing of this General Meeting of Shareholders.
5. The Company has entered into an agreement with Ms. Junko Ueda to limit the liability stipulated by Article 423, Paragraph 1 of the Companies Act to the amount stipulated by Article 425, Paragraph 1 of the Companies Act, and if her reelection is approved, the Company intends to continue this agreement.
6. The Company has entered into an agreement with an insurance company for a liability insurance policy for directors and other officers as stipulated by Article 430-3, Paragraph 1 of the Companies Act. If this proposal is adopted in its current form and each candidate takes office as Audit & Supervisory Board Member, he/she will be covered by this insurance policy, which will compensate him/her for damages and litigation costs, etc., that he/she may incur upon being subject to claims for damages arising from actions undertaken in the course of his/her duties as an officer of the Company. The Company is planning to renew this insurance policy in September 2025.

Proposal No. 3: Election of One Substitute Audit & Supervisory Board Member

In preparation for circumstances in which the number of Audit and Supervisory Board members stipulated by law is not satisfied, this proposal requests the election of one Outside Audit & Supervisory Board Member as a substitute for Outside Audit & Supervisory Board Member Junko Ueda and for Katsuhiko Kashiwagi. In the event that the candidate takes office as an Audit & Supervisory Board Member, the term of office shall be the remaining term of office of the predecessor. This proposal shall remain in effect until the start of the next Ordinary General Meeting of Shareholders. However, it can be cancelled prior to the substitute taking office by a resolution at a Board of Directors Meeting with the consent of the Audit & Supervisory Board.

The Audit & Supervisory Board has already approved this Proposal No. 3.

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

Name	Career summary	
Hidenori Nakagawa Reelected Outside Audit & Supervisory Board Member Independent Audit & Supervisory Board Member	April 1992	Registered as an attorney at law Joined Nagashima & Ohno
	September 1997	Kirkland & Ellis LLC
	April 1998	Admitted to the New York State bar
	September 1998	Legal Transactions Management Department, Tokyo Branch of Merrill Lynch Japan International
	April 2003	Seconded to UFJ Strategic Partners
	July 2004	Partner of TMI Associates (to present)
	June 2019	Outside Corporate Auditor of Nice Corporation (to present)
	December 2019	Outside Corporate Auditor of Airweave Inc.
	Current Position at the Company: —	
	The reasons why the Company elects him as a candidate for Substitute Audit & Supervisory Board Member: Mr. Hidenori Nakagawa has worked as an attorney primarily in fields including general corporate law and compliance for many years, and also has experience as an outside auditor at other companies. He is recommended for the position of Substitute Outside Audit & Supervisory Board Member to make use of his high level of expertise, abundant experience, and other characteristics for the audit of the Company.	
Date of birth: November 20, 1967 (57 years old)		Special interest relationship with the Company: —
Important concurrent position: Partner of TMI Associates Outside Corporate Auditor of Nice Corporation		Number of shares of the Company held: 0 shares

Notes: 1. Mr. Hidenori Nakagawa is the candidate for Substitute Outside Audit & Supervisory Board Member.

- The age and position of the above candidate for Substitute Audit & Supervisory Board Member are accurate as of the date of this General Meeting of Shareholders.
- In the event that Mr. Hidenori Nakagawa takes office as an Audit & Supervisory Board Member, the Company intends to register him as Independent Audit & Supervisory Board Member as specified by Tokyo Stock Exchange, Inc.
- In the event that this proposal is approved in its current form and Mr. Hidenori Nakagawa takes office as an Audit & Supervisory Board Member, the Company will enter into an agreement with him to limit the liability stipulated by Article 423, Paragraph 1 of the Companies Act to the amount stipulated by Article 425, Paragraph 1 of the Companies Act.
- The Company has entered into an agreement with an insurance company for a liability insurance policy for directors and other officers as stipulated by Article 430-3, Paragraph 1 of the Companies Act. If this proposal is adopted in its current form and Mr. Hidenori Nakagawa takes office as an Audit & Supervisory Board Member, he will be covered by this insurance policy, which will

compensate him for damages and litigation costs, etc., that he may incur upon being subject to claims for damages arising from actions undertaken in the course of his duties as an officer of the Company. The Company is planning to renew this insurance policy in September 2025.

<Reference>

(1) Officer structure if Proposals No. 1 and No. 2 are approved

The skills and experience of Directors and Audit & Supervisory Board Members of the Company will be as follows:

	Name		Company management	Global business	Sustainability	Environment / Carbon neutrality	Human capital strategy	Governance / Compliance / Risk management	Manufacturing (technology production, and quality)	Value chain (Sales / Procurement)	Finance / Accounting
Director	Moritaka Yoshida		○	○					○		
	Shintaro Ito		○	○	○		○	○			○
	Yoshihisa Yamamoto		○	○		○			○		
	Masahiro Nishikawa		○	○		○			○		
	Koji Kobayashi	Outside	○					○		○	○
	Tsuguhiko Hoshino	Outside Independent		○				○			○
	Yasuhito Hirota	Outside Independent	○	○	○		○	○			
	Keiko Tatsuwaki	Outside Independent Female	○		○	○		○			
Audit & Supervisory Board Member	Makoto Mitsuya		○	○	○		○	○			○
	Kiyomi Kato	Female						○			○
	Junko Ueda	Outside Independent Female		○				○			
	Katsuhiro Kashiwagi	Outside Independent									○

(2) Overall approach to the Board of Directors and Audit & Supervisory Board and procedures for nomination

When appointing Directors and Audit & Supervisory Board Members of the Company, the Company seeks the optimum balance of knowledge, experience and skills to ensure proper supervision of management and the suitable, swift and fair decision-making for the purpose of achieving sustainable growth and increase our value as a company in the medium and long term. The Company takes a comprehensive approach, including electing multiple Outside Directors with advanced expertise inside and outside the industry. The Company is conscious of the importance of Group management and elects personnel who have extensive experience and expansive knowledge from subsidiaries in Japan and overseas as Directors of the Company.

In order to further promote and strengthen business portfolio transformation and sustainability management toward realizing the 2030 Vision announced at the Medium- to Long-term Business Strategy briefing in September 2023, the Company's Board of Directors has reviewed the skills items and nominated eight candidates for Director.

Matters concerning procedures for nomination are considered and deliberated based on the above policy by the Executive Nomination and Compensation Committee, at which an independent Outside Director serves as chairperson and independent Outside Directors comprise a majority of the council members.