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(Stock Exchange Code 4246)

June 2, 2025

(Commencement Date of Electronic Provision Measures: May 21, 2025)

To Shareholders with Voting Rights:

Ikuo Sugiyama

Representative Director and President
DaikyoNishikawa Corporation
5-1 Jike-sangyodanchi,
Higashihiroshima-shi, Hiroshima,
Japan

NOTICE OF THE 18TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

We would like to express our appreciation for your continued support and patronage.

You are cordially invited to attend the 18th Annual General Meeting of Shareholders of DaikyoNishikawa Corporation (the “Company”). The meeting will be held for the purposes as described below.

In convening this General Meeting of Shareholders, the Company has taken electronic provision measures. Matters to be provided electronically are posted on the following website on the internet under the “Notice of the 18th Annual General Meeting of Shareholders.”

The Company’s website

<https://www.daikyonishikawa.co.jp/en/ir/stock/meeting.html>

In addition to the website above, the matters to be provided electronically are available on the following website on the internet.

Tokyo Stock Exchange website

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

Please access the website above, enter or search the Company name or securities code, and select “Basic information” followed by “Documents for public inspection/PR information” to review the information.

In lieu of attending the meeting, you can exercise your voting rights by electromagnetic means (via the internet) or in writing. Therefore, upon referring to the Guide to the Exercise of Voting Rights posted on the matters to be provided electronically, please review the Reference Documents for the Annual General Meeting of Shareholders, and exercise your voting rights by 5:45 p.m. on Tuesday, June 17, 2025, Japan Standard Time.

1	Date and Time	Wednesday, June 18, 2025 at 10:00 a.m., Japan Standard Time (Reception starts at 9:00 a.m.)
2	Place	4th Floor Hall (Hibiki) of the Head Office of the Company, 5-1 Jike-sangyodanchi, Higashihiroshima-shi, Hiroshima, Japan
3	Purpose of Meeting	<p>Matters to be reported</p> <ol style="list-style-type: none"> 1. The Business Report, Consolidated Financial Statements and Results of Audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board for the 18th Fiscal Year (April 1, 2024 - March 31, 2025) 2. Non-consolidated Financial Statements for the 18th Fiscal Year (April 1, 2024 - March 31, 2025) <hr/> <p>Proposals to be resolved</p> <p>Proposal 1: Appropriation of Surplus Funds</p> <p>Proposal 2: Election of Eleven (11) Directors</p> <p>Proposal 3: Election of One (1) Audit & Supervisory Board Member</p> <p>Proposal 4: Election of Two (2) Substitute Audit & Supervisory Board Members</p>

- Please note that persons other than shareholders, including proxies and their companions who are not shareholders, are not permitted to attend the General Meeting of Shareholders (except for those who accompany shareholders with disabilities.)
- The documents sent to shareholders requesting written documents do not include the following items pursuant to laws and regulations and the Company's Articles of Incorporation. Accordingly, such documents are a part of the documents audited by the Audit & Supervisory Board Members and the Accounting Auditor in preparing their audit report.
 - (i) "Matters Regarding Accounting Auditors" and "System to Ensure the Appropriateness of Business Activities and the Operating Status of the System" in the Business Report
 - (ii) "Consolidated Statement of Changes in Equity" and "Notes to Consolidated Financial Statements" in the Consolidated Financial Statements
 - (iii) "Non-consolidated Statement of Changes in Equity" and "Notes to Non-consolidated Financial Statements" in the Non-consolidated Financial Statements
- If any revisions are made to the matters to be provided electronically, the revised versions will be posted on each website listed above.
- In consideration of fairness to all shareholders, we will refrain from distributing gifts to shareholders attending the meeting. We ask for your kind understanding in advance.
- We discontinued mailing the written Notice of Resolutions of the Annual General Meeting of Shareholders due to environmental considerations. Please check our website for the results of the resolutions.
- If you need any assistance at the venue, please contact us no later than Wednesday, June 11, 2025.

Guide to the Exercise of Voting Rights

You may exercise your voting rights using the following methods. Please review the Reference Documents for the Annual General Meeting of Shareholders (from page 5) and exercise your voting rights.

1. Method of exercising voting rights

If attending the General Meeting of Shareholders in person



Please submit the Voting Card at the reception desk.
You are also kindly requested to bring this Notice with you to conserve paper resources.

Date and
time

10:00 a.m., Wednesday, June 18, 2025 (Reception starts at 9:00 a.m.)

If exercising your voting rights via the internet



Please access the voting rights exercise website designated by the Company (<https://evote.tr.mufg.jp/>) and enter your vote for or against each proposal.

Voting
deadline

5:45 p.m., Tuesday, June 17, 2025

For details, please refer to “Guide to the Exercise of Voting Rights via the Internet” on the next page.

If exercising your voting rights in writing



Please indicate your vote for or against each proposal on the Voting Card and return it to the Company.

If there is no indication of approval or disapproval for any of the proposals on the Voting Card, it shall be deemed as approval.

Voting
deadline

To be received by 5:45 p.m., Tuesday, June 17, 2025

2. If voting rights are exercised more than once

- (1) If you exercise your voting rights both via the internet, etc. and in writing, your vote via the internet shall be deemed valid.
- (2) If you exercise your voting rights via the internet, etc. more than once, only your final vote shall be deemed valid.

Guide to the Exercise of Voting Rights via the Internet, etc.

If exercising your voting rights via the internet, etc., please access the voting rights exercise website (<https://evote.tr.mufg.jp/>) designated by the Company from your smartphone or PC, etc., and follow the on-screen instructions to exercise your voting rights by no later than 5:45 p.m., Tuesday, June 17, 2025. If you intend to attend the General Meeting of Shareholders in person, there is no need to exercise your voting rights via the internet, etc. or in writing.

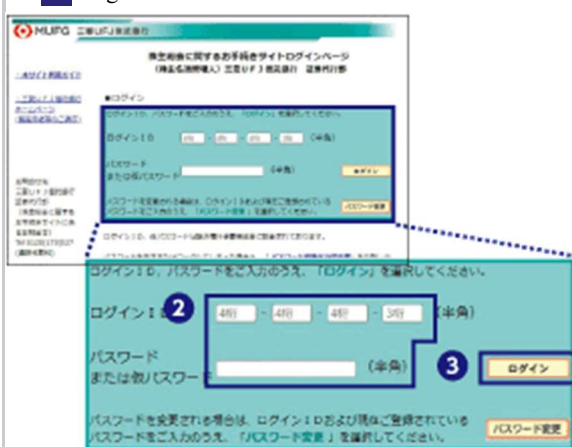
Entry by Login ID/Temporary Password

- 1 Access the voting rights exercise website (from your PC)



- 1 Click the “Next Page” button.

- 2 Log in.



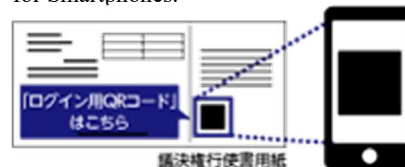
- 2 Enter the “Login ID” and “Temporary password” stated at the lower right on the Voting Card.

- 3 Click the “Log in” button.

Once you are logged in, please follow the instructions on the screen and indicate your vote.

Scanning the QR Code

You can log in by scanning the “Voting Rights Exercise Website Login QR Code for Smartphones.”



*QR Code is a registered trademark of Denso Wave Incorporated.

1 Precautions

- The website for exercising your voting rights will be closed every day from 2:30 a.m. to 4:30 a.m.
- Depending on the internet usage environment of your smartphone or PC, etc., the services offered by your provider, and the model of the equipment used, you may not be able to access the voting rights exercise website. For details, please inquire at the Helpdesk indicated below.
- Internet connection fees, communication fees and other fees incurred as a result of accessing the voting rights exercise website using smartphone or PC, etc. will be borne by the shareholder.

Inquiries about how to operate
the voting rights exercise website

Securities Agency Division (Helpdesk),
Mitsubishi UFJ Trust and Banking Corporation

0120-173-027

(Toll-free, Office Hours: 9:00 to 21:00)

■ To institutional investors

Institutional investors may use the Electronic Voting System Platform operated by ICJ, Inc., if the application for the use of the Platform is made in advance.

Reference Documents for the Annual General Meeting of Shareholders

Proposals and Reference Items

Proposal 1

Appropriation of Surplus Funds

The Company considers the return of profits to shareholders to be one of the most important subjects in corporate management and makes it a basic policy to aim for stable and continuous dividends while conscious about capital efficiency and maintaining soundness of its financial base.

Based on the above policy, the Company proposes to pay year-end dividends as follows considering its business performance and other factors during the current fiscal year:

Items related to year-end dividend

1	Type of dividend property: Money
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2	Allocation of dividend property to shareholders and the total amount thereof: 19 yen per share of the Company's common stock Total amount of dividend: 1,351,694,048 yen
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3	Effective date of distribution of surplus funds: June 19, 2025
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Proposal 2

Election of Eleven (11) Directors

The terms of office of all eleven (11) Directors will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the Company proposes to elect eleven (11) Directors.

The candidates for Director are as follows:

List of Candidates

Candidate No	Name		Current positions and areas of responsibilities in the Company	Attendance at Board of Directors meetings
1	Ikuo Sugiyama	Reelection	Representative Director and President Overall corporate management	93% (14/15)
2	Hideki Toi	Reelection	Representative Director and Executive Vice President Assistant to President and Internal Audit Office	100% (20/20)
3	Mitsugi Hataishi	Reelection	Director and Senior Managing Executive Officer Production Div., Quality Div. and Purchasing Div.	100% (20/20)
4	Hiroyuki Kawakami	Reelection	Director and Senior Managing Executive Officer Marketing & Sales Div. and Research & Development Div.	100% (20/20)
5	Hiroshi Ishida	Reelection	Director and Senior Managing Executive Officer Corporate Management Div., Corporate Planning Div., and DN-DX Promotion Office	100% (20/20)
6	Shigeharu Mifune	Reelection	Director and Senior Managing Executive Officer Development Div. and Engineering Div.	100% (15/15)
7	Haruko Murata	Reelection	Outside Independent	Outside Director 100% (20/20)
8	Taketo Hironaka	Reelection	Outside	Outside Director 85% (17/20)
9	Toshihiko Matsumoto	Reelection	Outside Independent	Outside Director 90% (18/20)
10	Hiroaki Kobayashi	Reelection	Outside Independent	Outside Director 95% (19/20)
11	Yoko Ishida	New election	Outside Independent	-



Number of shares of
the Company's
common stock held
8,511

Career summary and positions

Mar. 1987	Joined Mazda Motor Corporation	Apr. 2020	Executive Officer of Mazda Motor Corporation and Senior Vice President of Mazda Toyota Manufacturing, U.S.A., Inc.
Dec. 2011	General Manager, Powertrain Production Dept. No. 1, of Mazda Motor Corporation		
Jun. 2012	General Manager, Powertrain Production Dept. No. 2, of Mazda Motor Corporation	Apr. 2022	Executive Officer in charge of Global Quality; Assistant to the Officer in charge of Cost Innovation of Mazda Motor Corporation
Apr. 2015	Deputy Plant Manager, Hiroshima Plant of Mazda Motor Corporation	Jun. 2022	Executive Officer in charge of Global Quality and Cost Innovation of Mazda Motor Corporation
Apr. 2016	Plant Manager, Hiroshima Plant of Mazda Motor Corporation		
Dec. 2017	Deputy General Manager, US Production Preparation Office of Mazda Motor Corporation	Apr. 2023	Managing Executive Officer in charge of Global Quality and Cost Innovation of Mazda Motor Corporation
Mar. 2018	Deputy General Manager, US Production Preparation Office of Mazda Motor Corporation and Senior Vice President of Mazda Toyota Manufacturing, U.S.A., Inc.	Apr. 2024	Executive Vice President of the Company
Apr. 2019	Executive Officer, Deputy General Manager, US Production Preparation Office of Mazda Motor Corporation and Senior Vice President of Mazda Toyota Manufacturing, U.S.A., Inc.	Jun. 2024	Representative Director and President of the Company (to present)

Areas of Responsibilities in the Company

Overall corporate management

Reasons for nomination as a candidate for Director

As Representative Director and President, Mr. Ikuko Sugiyama has endeavored to increase corporate value over the medium- to long-term based on the Company's management philosophy and strategies by actively expressing his opinions at the Board of Directors meetings, as well as properly supervising the management. He possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve his qualities. Furthermore, he is a person who is able to resolve management challenges promptly and boldly and possesses business decision-making abilities in a transparent and fair manner. Judging by these activities and achievements, the Company has nominated him as a candidate for Director.

Candidate
No.

2

Hideki Toi

January 9, 1963

Reelection



Number of shares of
the Company's
common stock held
9,012

Career summary and positions

Apr. 1987	Joined the Hiroshima Bank, Ltd.	Apr. 2018	Executive Officer and General Manager, Tokuyama Branch of the Hiroshima Bank, Ltd.
Apr. 2012	General Manager, Koyo Branch of the Hiroshima Bank, Ltd.	Apr. 2020	Managing Executive Officer and General Manager, Eastern Area Headquarters of the Hiroshima Bank, Ltd.
Apr. 2014	Senior Manager, Business Promotion Dept., Banking Business Planning Div. of the Hiroshima Bank, Ltd.	Apr. 2023	Executive Vice President of the Company
Apr. 2015	General Manager, Fukuyamateshiro Branch of the Hiroshima Bank, Ltd.	Jun. 2023	Representative Director and Executive Vice President of the Company (to present)
Oct. 2016	General Manager, Fuchu Branch of the Hiroshima Bank, Ltd.		

Areas of Responsibilities in the Company

Assistant to President and Internal Audit Office

Reasons for nomination as a candidate for Director

As Representative Director and Executive Vice President, Mr. Hideki Toi has supported the increase of corporate value over the medium- to long-term based on the Company's management philosophy and strategies by actively expressing his opinions at the Board of Directors meetings, as well as properly assisting the Representative Director and President. He possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve his qualities. Furthermore, he is a person who is able to resolve management challenges promptly and boldly and possesses business decision-making abilities in a transparent and fair manner. Judging by these activities and achievements, the Company has nominated him as a candidate for Director.

Candidate
No.

3

Mitsugi Hataishi

February 4, 1967

Reelection



Number of shares of
the Company's
common stock held
26,302

Career summary and positions

Apr. 1985	Joined Daikyo Co., Ltd. (currently, DaikyoNishikawa Corporation)	Jun. 2016	Director and President of DaikyoNishikawa Mexicana, S. A. de C. V. and Executive Officer of the Company
Apr. 2010	General Manager, Production Management Dept., Production Div. of the Company	Apr. 2019	Managing Executive Officer and Production Division Manager of the Company
Apr. 2011	General Manager, Manufacturing Management Dept., Production Div. of the Company	Apr. 2022	Senior Managing Executive Officer of the Company
Oct. 2013	Plant Manager, Hachihonmatsu Plant, Production Div. of the Company	Jun. 2022	Director and Senior Managing Executive Officer of the Company (to present)
Oct. 2014	Production Division Manager of the Company		
Apr. 2016	Adviser of DaikyoNishikawa Mexicana, S.A. de C.V. and Executive Officer of the Company		

Areas of Responsibilities in the Company

Production Div., Quality Div., and Purchasing Div.

Reasons for nomination as a candidate for Director

Having held important posts in the Company's production division, Mr. Mitsugi Hataishi is well-acquainted with manufacturing management. Moreover, through his experience as President of the Company's subsidiary in Mexico, he has abundant experience regarding the Company's ideal global business development, as well as detailed knowledge of all aspects of the Company's business. In addition, he has actively expressed his opinions based on his career at the Board of Directors meetings. He possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve his qualities. Furthermore, he is a person who is able to resolve management challenges promptly and boldly and possesses business decision-making abilities in a transparent and fair manner. Judging by these activities and achievements, the Company has nominated him as a candidate for Director.



Number of shares of
the Company's
common stock held
15,795

Career summary and positions

Apr. 1990	Joined Nishikawa Kasei Co., Ltd. (currently, DaikyoNishikawa Corporation)	Apr. 2017	Representative Director and President of AFT Corporation and Executive Officer of the Company
Apr. 2012	General Manager, Initial Stage Administration Dept., Engineering Div. of the Company	Apr. 2020	Representative Director and President of AFT Corporation and Managing Executive Officer of the Company
Oct. 2012	General Manager, Development Dept. 1, Engineering Div. of the Company	Apr. 2022	Managing Executive Officer and Engineering Division Manager of the Company
Jan. 2014	General Manager, Assembly Engineering Dept., Engineering Div. of the Company	Apr. 2023	Senior Managing Executive Officer of the Company
Apr. 2015	Deputy Division Manager, Engineering Div. of the Company	Jun. 2023	Director and Senior Managing Executive Officer of the Company (to present)
Apr. 2016	Engineering Division Manager of the Company		

Areas of Responsibilities in the Company

Marketing & Sales Div. and Research & Development Div.

Reasons for nomination as a candidate for Director

Having held important posts in the Company's engineering division, Mr. Hiroyuki Kawakami is well-acquainted with manufacturing technologies. He has abundant experience regarding the establishment of the Company's ideal production system and detailed knowledge of all aspects of the Company's business. In addition, he has actively expressed his opinions based on his career at the Board of Directors meetings. He possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve his qualities. Furthermore, he is a person who is able to resolve management challenges promptly and boldly and possesses business decision-making abilities in a transparent and fair manner. Judging by these activities and achievements, the Company has nominated him as a candidate for Director.



Number of shares of
the Company's
common stock held
28,693

Career summary and positions

Apr. 1986	Joined Daikyo Co., Ltd. (currently, DaikyoNishikawa Corporation)	Apr. 2016	Deputy Division Manager, Marketing & Sales Div. of the Company
Apr. 2007	General Manager, Domestic Sales Dept. 3, Marketing & Sales Div. of the Company	Apr. 2017	Marketing & Sales Division Manager of the Company
Jul. 2008	Representative Director and President of Kanto Daikyo Co., Ltd.	Apr. 2018	Executive Officer and Marketing & Sales Division Manager of the Company
Jul. 2010	General Manager, Marketing & Sales Div. of the Company	Apr. 2021	Managing Executive Officer and Marketing & Sales Division Manager of the Company
Oct. 2010	General Manager, Marketing & Sales Planning Dept., Marketing & Sales Div. of the Company	Apr. 2023	Senior Managing Executive Officer of the Company
Jan. 2012	General Manager, Sales Dept. 2, Marketing & Sales Div. of the Company	Jun. 2023	Director and Senior Managing Executive Officer of the Company (to present)

Areas of Responsibilities in the Company

Corporate Management Div., Corporate Planning Div., and DN-DX Promotion Office

Reasons for nomination as a candidate for Director

Having held important posts in the Company's marketing & sales division, Mr. Hiroshi Ishida has abundant experience regarding the Company's ideal global business development and detailed knowledge of all aspects of the Company's business through his experience at the core of customer strategy as the Marketing & Sales Division Manager. In addition, he has actively expressed his opinions based on his career at the Board of Directors meetings. He possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve his qualities. Furthermore, he is a person who is able to resolve management challenges promptly and boldly and possesses business decision-making abilities in a transparent and fair manner. Judging by these activities and achievements, the Company has nominated him as a candidate for Director.

Candidate
No.

6

Shigeharu Mifune

July 16, 1963

Reelection



Number of shares of
the Company's
common stock held
13,143

Career summary and positions

Apr. 1986	Joined Daikyo Co., Ltd. (currently, DaikyoNishikawa Corporation)	Apr.2017	Engineering Division Manager of the Company
Jun. 2011	General Manager, Engineering Dept. 1, Engineering Div. of the Company	Apr.2019	Executive Officer and Engineering Division Manager of the Company
Oct. 2012	General Manager, Global Development Dept., Engineering Div. of the Company	Apr.2022	Representative Director and President of AFT Corporation and Managing Executive Officer of the Company
Jan. 2014	General Manager, Mold and Paint Engineering Dept., Engineering Div. of the Company	Apr.2024	Senior Managing Executive Officer of the Company
Oct. 2014	General Manager, Mold Engineering Dept., Engineering Div. of the Company	Jun. 2024	Director and Senior Managing Executive Officer of the Company (to present)
Apr. 2016	Deputy Division Manager, Engineering Div. of the Company		

Areas of Responsibilities in the Company

Development Div. and Engineering Div.

Reasons for nomination as a candidate for Director

Having held important posts in the Company's engineering division, Mr. Shigeharu Mifune is well-acquainted with manufacturing technologies. He has abundant experience regarding the establishment of the Company's ideal production system and detailed knowledge of all aspects of the Company's business. In addition, he has actively expressed his opinions based on his career at the Board of Directors meetings. He possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve his qualities. Furthermore, he is a person who is able to resolve management challenges promptly and boldly and possesses business decision-making abilities in a transparent and fair manner. Judging by these activities and achievements, the Company has nominated him as a candidate for Director.

Candidate
No.

7

Haruko Murata

April 18, 1968

Reelection

Outside

Independent



Number of shares of
the Company's
common stock held
None

Career summary and positions

Jul. 2011	Joined AYUMI Audit Corporation	Jul. 2017	Partner of Choshu Audit Corporation
Aug. 2012	Registered as a certified public accountant	Jun. 2021	Outside Director of the Company (to present)
Nov. 2012	Registered as a certified public tax accountant	Jun. 2021	Outside Director of CHUDENKO CORPORATION (to present)
Dec. 2012	Opened Haruko Murata Certified Public Accountant and Certified Public Tax Accountant Office as Representative (to present)		

Significant concurrent positions

Representative of Haruko Murata Certified Public Accountant and Certified Public Tax Accountant Office
Outside Director of CHUDENKO CORPORATION

Reasons for nomination as a candidate for Outside Director and overview of expected roles

Although Ms. Haruko Murata has not been involved in the management of a company in the past by a method other than serving as an outside director, having obtained a Master of Business Administration, and based on her abundant knowledge and experience as a certified public accountant and a certified public tax accountant, she is actively giving advice and suggestions on business operations from an independent standpoint based on her objective and professional insights, which contribute to the increase of corporate value. Judging from her advice and suggestions, the Company has determined that she possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve her qualities, and accordingly has nominated her as a candidate for Outside Director.

Candidate
No.

8

Taketo Hironaka

March 11, 1966

Reelection

Outside



Number of shares of
the Company's
common stock held
None

Career summary and positions

Mar. 1988	Joined Mazda Motor Corporation	Jun. 2022	Outside Director of the Company (to present)
Feb. 2014	General Manager, Powertrain Production Dept. No.4 of Mazda Motor Corporation	Jun. 2022	Executive Officer in charge of Production Engineering, Business Logistics, Carbon Neutrality, and Cost Innovation of Mazda Motor Corporation
Apr. 2016	Executive Vice President of Mazda Powertrain Manufacturing (Thailand) Co., Ltd.	Apr. 2024	Managing Executive Officer in charge of Production Engineering, Global Quality, Carbon Neutrality and Cost Innovation of Mazda Motor Corporation
Apr. 2018	President and CEO of Mazda Powertrain Manufacturing (Thailand) Co., Ltd.	Apr. 2025	Managing Executive Officer in charge of Production Engineering, Global Quality, Carbon Neutrality Promotion and Cost Innovation of Mazda Motor Corporation (to present)
Oct. 2020	Deputy General Manager, Production Engineering Div. of Mazda Motor Corporation		
Apr. 2021	General Manager, Production Engineering Div. of Mazda Motor Corporation		
Apr. 2022	Executive Officer in charge of Production Engineering and Business Logistics of Mazda Motor Corporation		

Significant concurrent position

Managing Executive Officer of Mazda Motor Corporation

Reasons for nomination as a candidate for Outside Director and overview of expected roles

Based on his abundant knowledge and experience as a member of a management team in the automobile industry, Mr. Taketo Hironaka is actively giving advice and suggestions on business operations from an independent standpoint based on his objective and professional insights, which contribute to the increase of corporate value. Judging from his advice and suggestions, the Company has determined that he possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve his qualities, and accordingly has nominated him as a candidate for Outside Director.

Candidate
No.

9

Toshihiko Matsumoto

August 19, 1961

Reelection

Outside

Independent



Number of shares of
the Company's
common stock held
None

Career summary and positions

Apr. 1984	Joined SATAKE CORPORATION	Jul. 2017	Executive Vice President of Tohoku Satake Co., Ltd. (currently, SATAKE TOHOKU CO., LTD.)
Mar. 2003	General Manager, Sales Division of SATAKE AMERICA LATINA LTDA.	Jun. 2020	General Manager, Management Planning Office, Management Headquarters and Deputy Manager, Production Headquarters of SATAKE CORPORATION
Sep. 2007	President of SATAKE AMERICA LATINA LTDA.	Jun. 2021	Executive Officer of SATAKE CORPORATION
Nov. 2010	General Manager, Management Headquarters of SATAKE CORPORATION	Mar. 2023	Executive Officer, Deputy Manager, Management Headquarters and Deputy Manager, Production Headquarters of SATAKE CORPORATION (to present)
May 2011	General Manager, Overseas Administration Office of SATAKE CORPORATION	Jun. 2023	Director, Deputy Manager, Management Headquarters and Deputy Manager, Production Headquarters of SATAKE CORPORATION (to present)
Sep. 2013	Executive Vice President of SATAKE THAILAND CO., LTD.	Jun. 2023	Outside Director of the Company (to present)

Significant concurrent position

Director of SATAKE CORPORATION

Reasons for nomination as a candidate for Outside Director and overview of expected roles

Based on his abundant knowledge and experience as a member of a management team in the food industry general machinery field, Mr. Toshihiko Matsumoto is actively giving advice and suggestions on business operations from an independent standpoint based on his objective and professional insights, which contribute to the increase of corporate value. Judging from his advice and suggestions, the Company has determined that he possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve his qualities, and accordingly has nominated him as a candidate for Outside Director.

Candidate
No.

10

Hiroaki Kobayashi

July 12, 1975

Reelection

Outside

Independent



Number of shares of
the Company's
common stock held
None

Career summary and positions

Apr. 2000	Joined the Hiroshima Bank, Ltd.	Jun. 2007	Outside Director of Hiroshima Television Corporation (to present)
Mar. 2002	Joined NITTO SEIMO CO., LTD.	Jun. 2016	Outside Director of Aoyama Trading Co., Ltd. (to present)
May 2002	Head of the President's Office of NITTO SEIMO CO., LTD.	Jun. 2023	Outside Director of the Company (to present)
Jul. 2005	Director of NITTO SEIMO CO., LTD.		
Jan. 2007	President of NITTO SEIMO CO., LTD. (to present)		

Significant concurrent positions

President of NITTO SEIMO CO., LTD.
Outside Director of Hiroshima Television Corporation
Outside Director of Aoyama Trading Co., Ltd.

Reasons for nomination as a candidate for Outside Director and overview of expected roles

Based on his abundant knowledge and experience as a member of a management team in the textile industry, Mr. Hiroaki Kobayashi is actively giving advice and suggestions on business operations from an independent standpoint based on his objective and professional insights, which contribute to the increase of corporate value. Judging from his advice and suggestions, the Company has determined that he possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve his qualities, and accordingly has nominated him as a candidate for Outside Director.



Number of shares of
the Company's
common stock held

None

Career summary and positions

Apr. 1980	Joined Japan Electronic Industry Development Association (currently, Japan Electronics and Information Technology Industries Association)	Apr. 2017	Professor, Center for the Study of International Cooperation in Education, Head of Gender Equality Promotion Office of Hiroshima University
Jan. 1991	Head of Corporate Planning Department of System Science Consultants Co., Ltd. (currently, Koei Research & Consulting Inc.)	Sep. 2020	Outside Director of Nippon Koei Co., Ltd.
Nov. 1997	Head of Project Department No. 2 of Koei Research Institute International Corp. (currently, Koei Research & Consulting Inc.)	Apr. 2022	Professor, Center for the Study of International Cooperation in Education, The IDEC Institute, Hiroshima University
Apr. 2006	Head of Evaluation Business Department of International Development Center of Japan, an Incorporated Foundation (currently, International Development Center of Japan)	Dec. 2022	President of Japan Evaluation Society
Oct. 2015	Professor, Center for the Study of International Cooperation in Education of Hiroshima University	Apr. 2023	Vice President (Equity, Diversity and Inclusion) and Professor (Special Designation) of Hiroshima University
		Jul. 2023	Outside Director of Integrated Design & Engineering Holdings Co., Ltd.
		Jan. 2024	President of Asia-Pacific Evaluation Association (to present)
		Jun. 2024	President of ESSOR Hiroshima (to present)
		Apr. 2025	Assistant to Executive Director and Professor (Special Designation) of Hiroshima University (to present)

Significant concurrent positions

Assistant to Executive Director and Professor (Special Designation) of Hiroshima University
President of Asia-Pacific Evaluation Association
President of ESSOR Hiroshima

Reasons for nomination as a candidate for Outside Director and overview of expected roles

Although Ms. Yoko Ishida has not been involved in the management of a company in the past by a method other than serving as an outside director, based on her abundant experience as a development consultant regarding educational development and evaluation, as well as professional knowledge and experience, etc. as a university professor, she is expected to actively give advice and suggestions on business operations from an independent standpoint based on her objective and professional insights, which contribute to the increase of corporate value. Judging from the activities in her career, the Company has determined that she possesses an excellent personality and insights to comprehensively recognize the management environment and is a highly motivated person who strives to improve her qualities, and accordingly has nominated her as a candidate for Outside Director.

- (Notes)
1. Ms. Haruko Murata, Mr. Taketo Hironaka, Mr. Toshihiko Matsumoto, Mr. Hiroaki Kobayashi, and Ms. Yoko Ishida are candidates for Outside Director as prescribed in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act.
 2. Mr. Taketo Hironaka is a Managing Executive Officer of Mazda Motor Corporation, one of the Company's major customers, which falls under the specified related business operator of the Company. There are no special interests between the other candidates and the Company.
 3. The Company has designated Outside Director Ms. Haruko Murata, Mr. Toshihiko Matsumoto, Mr. Hiroaki Kobayashi, and Ms. Yoko Ishida as independent directors in accordance with the regulations of the Tokyo Stock Exchange, Inc. and registered them as such with the Exchange. The Company will register Ms. Haruko Murata, Mr. Toshihiko Matsumoto, Mr. Hiroaki Kobayashi, and Ms. Yoko Ishida as independent directors with the Exchange if this proposal is approved as proposed. Mr. Hiroaki Kobayashi has previously worked for the Hiroshima Bank, Ltd., the Company's primary lender. However, since he retired from the bank in March 2002, the Company has determined that he is independent of the Company because he meets the criteria for assessing the independence of Outside Directors of the Company and the requirements for independent directors as stipulated by the Exchange.
 4. There is no special relationship to be disclosed between the Company and any of Haruko Murata Certified Public Accountant and Certified Public Tax Accountant Office, CHUDENKO CORPORATION, SATAKE CORPORATION, NITTO SEIMO CO., LTD., Hiroshima Television Corporation, Aoyama Trading Co., Ltd, Hiroshima University, Asia-Pacific Evaluation Association, and ESSOR Hiroshima.
 5. The Company has entered into agreements with Ms. Haruko Murata, Mr. Taketo Hironaka, Mr. Toshihiko Matsumoto, and Mr. Hiroaki Kobayashi pursuant to Article 427, Paragraph 1 of the Companies Act to limit the liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act to the minimum liability amounts provided for by laws and regulations. If their election is approved as proposed, the Company will continue the same liability limitation agreements with them. In addition, the Company will enter into the same agreement with Ms. Yoko Ishida if her election is approved as proposed.
 6. The Company has a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This insurance policy covers legal compensation for damages and litigation costs to be borne by the insured persons. The Company intends to include each of the candidates as insured persons of this insurance policy.
 7. Ms. Haruko Murata shall have served as the Company's Outside Director for four (4) years at the conclusion of this Annual General Meeting of Shareholders.
 8. Mr. Taketo Hironaka shall have served as the Company's Outside Director for three (3) years at the conclusion of this Annual General Meeting of Shareholders.
 9. Mr. Toshihiko Matsumoto shall have served as the Company's Outside Director for two (2) years at the conclusion of this Annual General Meeting of Shareholders.
 10. Mr. Hiroaki Kobayashi shall have served as the Company's Outside Director for two (2) years at the conclusion of this Annual General Meeting of Shareholders.

Proposal 3

Election of One (1) Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member Ms. Keiko Fujimoto will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the Company proposes to elect one (1) Audit & Supervisory Board Member. This proposal is submitted with the consent of the Audit & Supervisory Board.

The candidate for Audit & Supervisory Board Member is as follows.

Keiko Fujimoto

November 5, 1972

Reelection

Outside

Independent



Number of shares of the Company's common stock held
None

Attendance at Board of Directors meetings
95% (19/20)

Attendance at Audit & Supervisory Board meetings
100% (20/20)

Career summary and positions

Oct. 2000	Registered as an attorney-at-law (Daini Tokyo Bar Association)	Apr. 2021	Governor of Japan Federation of Bar Association
Apr. 2016	Deputy Chairman of Hiroshima Bar Association	Jun. 2021	Outside Audit & Supervisory Board Member of the Company (to present)
Oct. 2017	Visiting Fellow, University of Essex, School of Law	Jun. 2024	Outside Director and Audit and Supervisory Committee Member of The Chugoku Electric Power Company, Incorporated (to present)
Jun. 2020	Joined Iwamoto Law Office (to present)		

Significant concurrent Positions

Attorney-at-law, Iwamoto Law Office
Outside Director and Audit and Supervisory Committee Member of The Chugoku Electric Power Company, Incorporated

Reasons for nomination as a candidate for Outside Audit & Supervisory Board Member

Although Ms. Keiko Fujimoto has not been involved in the management of a company in the past by a method other than serving as an outside director, based on her abundant knowledge and experience as an attorney-at-law, she has provided us advice and suggestions on business operations from an independent standpoint concerning the objectivity, neutrality, and legitimacy of management based on her objective and professional insights. Judging from her advice and suggestions, the Company has determined that she possesses an excellent personality and insights and is capable of conducting audits from a broad and professional standpoint, and accordingly has nominated her as a candidate for Outside Audit & Supervisory Board Member.

- (Notes)
- Ms. Keiko Fujimoto is a candidate for Outside Audit & Supervisory Board Member as prescribed in Article 2, Paragraph 3, Item 8 of the Ordinance for Enforcement of the Companies Act.
 - There are no special interests between Ms. Keiko Fujimoto and the Company.
 - The Company has no special relationships to be disclosed with Iwamoto Law Office and The Chugoku Electric Power Company, Incorporated.
 - The Company has designated Outside Audit & Supervisory Board Member Ms. Keiko Fujimoto as an independent auditor in accordance with the regulations of the Tokyo Stock Exchange, Inc. and registered her as such with the Exchange. The Company will continue to register her as an independent auditor with the Exchange if this proposal is approved as proposed.
 - The Company has entered into agreements with Ms. Keiko Fujimoto pursuant to Article 427, Paragraph 1 of the Companies Act to limit the liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act to the minimum liability amounts provided for by laws and regulations. If her election is approved as proposed, the Company will continue the same liability limitation agreements with her.
 - The Company has a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This insurance policy covers legal compensation for damages and litigation costs to be borne by the insured persons. The Company intends to include her as insured persons of this insurance policy.
 - Ms. Keiko Fujimoto shall have served as the Company's Outside Audit & Supervisory Board Member for four (4) years at the conclusion of this Annual General Meeting of Shareholders.

[Reference]

Skills matrix of the Board of Directors and the Audit & Supervisory Board after this Annual General Meeting of Shareholders

Name	Position at the Company	Expertise and experience particularly expected							
		Corporate management	Global experience	Planning/IT/Human resource development	R&D/Development/Technology	Production/Procurement/Quality	Sales/Marketing	Finance/Accounting	Legal affairs/Risk management
Ikuo Sugiyama	Representative Director and President	●	●	●	●	●			
Hideki Toi	Representative Director and Executive Vice President	●		●			●	●	●
Mitsugi Hataishi	Director and Senior Managing Executive Officer	●	●	●		●			
Hiroyuki Kawakami	Director and Senior Managing Executive Officer	●		●	●	●	●		
Hiroshi Ishida	Director and Senior Managing Executive Officer	●		●		●	●	●	●
Shigeharu Mifune	Director and Senior Managing Executive Officer	●			●	●			
Haruko Murata	Outside Director	●						●	●
Taketo Hironaka	Outside Director	●	●		●	●			
Toshihiko Matsumoto	Outside Director	●	●	●		●	●		
Hiroaki Kobayashi	Outside Director	●		●			●	●	●
Yoko Ishida	Outside Director		●	●	●	●	●		
Yukio Shoji	Audit & Supervisory Board Member	●	●	●			●	●	●
Keiko Fujimoto	Outside Audit & Supervisory Board Member			●				●	●
Tetsu Imamura	Outside Audit & Supervisory Board Member	●					●	●	●

- (Notes) 1. ● indicates expertise and experience particularly expected of each Director and Audit & Supervisory Board Member.
2. The table shown above does not represent all the expertise and experience possessed by Directors and Audit & Supervisory Board Members.

Proposal 4

Election of Two (2) Substitute Audit & Supervisory Board Members

The election of the current Substitute Audit & Supervisory Board Members shall remain in effect until the start of this Annual General Meeting of Shareholders. Accordingly, to prepare for situations in which the number of Audit & Supervisory Board Members falls short of three (3) Audit & Supervisory Board Members, the number required by laws and regulations, the Company proposes to once again elect two (2) Substitute Audit & Supervisory Board Members. Mr. Akira Matsuda will be elected as a candidate for internal Audit & Supervisory Board Member, and Ms. Hiroko Tani will be elected as a candidate for Outside Audit & Supervisory Board Member.

It is also proposed that the election be made revocable by the resolution of the Board of Directors with the consent of the Audit & Supervisory Board, provided that such resolution takes place before his/her assumption of office.

This proposal is submitted with the consent of the Audit & Supervisory Board.

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

Candidate
No.

1

Akira Matsuda

March 5, 1969



Career summary and positions

Apr. 1987	Joined Mazda Kasei Co., Ltd. (currently, DaikyoNishikawa Corporation)	Apr. 2023	Quality Division Manager of the Company
Oct. 2013	Plant Manager, Nakano Seki Plant, Production Div. of the Company	Apr. 2024	Executive Officer and Quality Division Manager of the Company
Apr. 2018	Chief, U.S. Preparation Office of the Company	Apr. 2025	Executive Officer, Quality Division Manager, and General Manager, Quality Assurance Dept. of the Company (to present)
Apr. 2020	Vice President of DaikyoNishikawa USA Inc.		

Number of shares of the Company's common stock held
1,593

Reasons for nomination as a candidate for Substitute Audit & Supervisory Board Member

Having held important posts in the Company's quality and production division, Mr. Akira Matsuda is well-acquainted with Monozukuri strategy. Moreover, through his experience as Vice President of the Company's subsidiary in the United States, he has abundant experience regarding the Company's ideal global business development, as well as detailed knowledge of the Company's business. In addition, he is expected to actively give advice and suggestions as Audit & Supervisory Board Member based on his career. Judging from the activities in his career, the Company has determined that he possesses an excellent personality and insights capable of conducting audits from a broad and professional standpoint, and accordingly has nominated him as a candidate for Substitute Audit & Supervisory Board Member.



Number of shares of
the Company's
common stock held

None

Career summary and positions

Nov. 1982	Joined Asahi Accounting Audit Corporation (currently, KPMG AZSA LLC)	Jul. 2018	Opened Tani Certified Public Accountant Office (to present)
Aug. 1989	Registered as certified public accountant	Jul. 2019	Representative Partner of Choshu Audit Corporation
Jun. 2004	Partner of KPMG AZSA & Co. (currently, KPMG AZSA LLC)	Jun. 2020	Outside Director and Audit & Supervisory Committee Member of Kyushu Electric Power Company, Incorporated
		Jun. 2022	Outside Director and Audit and Supervisory Committee Member of Hirogin Holdings, Inc. (to present)

Significant concurrent positions

Representative of Tani Certified Public Accountant Office
Outside Director and Audit and Supervisory Committee Member of Hirogin Holdings, Inc.

Reasons for nomination as a candidate for Substitute Outside Audit & Supervisory Board Member

Although Ms. Hiroko Tani has not been involved in the management of a company in the past by a method other than serving as an outside director, based on her highly professional knowledge and abundant experience in finance and accounting as a certified public accountant, she is expected to actively give advice and suggestions on business operations from an independent standpoint based on her objective and professional insights. Judging from the activities in her career, the Company has determined that she possesses an excellent personality and insights capable of conducting audits from a broad and professional standpoint, and accordingly has nominated her as a candidate for Substitute Outside Audit & Supervisory Board Member.

- (Notes)
1. Ms. Hiroko Tani is a candidate for Substitute Outside Audit & Supervisory Board Member.
 2. There are no special interests between the candidates and the Company.
 3. If Ms. Hiroko Tani takes office as Outside Audit & Supervisory Board Member, the Company plans to designate her as an independent auditor in accordance with the regulations of the Tokyo Stock Exchange, Inc. and register her as such with the Exchange. Ms. Hiroko Tani has previously worked for the KPMG AZSA LLC, the Accounting Auditor of the Company. However, since she retired from the KPMG AZSA LLC in June 2018, the Company has determined that she is independent of the Company because she meets the criteria for assessing the independence of Outside Audit & Supervisory Board Member of the Company and the requirements for independent auditors as stipulated by the Exchange.
 4. There is no special relationship to be disclosed between the Company and Tani Certified Public Accountant Office and Hirogin Holdings, Inc.
 5. If Ms. Hiroko Tani takes office as Outside Audit & Supervisory Board Member, the Company intends to enter into an agreement with her pursuant to Article 427, Paragraph 1 of the Companies Act to limit the liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act to the minimum liability amounts provided for by laws and regulations.
 6. The Company has a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This insurance policy covers legal compensation for damages and litigation costs to be borne by the insured persons. If each candidate takes office as Audit & Supervisory Board Member, the Company intends to include them as insured persons of this insurance policy.
 7. Kyushu Electric Power Company, Incorporated, where Ms. Hiroko Tani served as Outside Director and Audit & Supervisory Committee Member until June 2022, received a cease and desist order and a surcharge payment order pursuant to the provision of the Antimonopoly Act from the Japan Fair Trade Commission in March 2023, in connection with government contract bids for extra-high voltage power and high voltage power supply. Moreover, in April 2023, the above company received a business improvement order pursuant to the Electricity Business Act from the Ministry of Economy, Trade and Industry concerning unauthorized access to customer information of other power producers and suppliers. In addition, in July 2023, the above company received a business improvement order pursuant to the Electricity Business Act from the Ministry of Economy, Trade and Industry concerning the exchange of information related to the retail electricity business with the Kansai Electric Power Company, Incorporated as there is a risk of hindering the sound development of the electric utility industry. During her tenure, Ms. Hiroko Tani worked on preventing violations of laws and regulations by providing opinions and recommendations from the perspective of group governance, risk management, and compliance with laws and regulations at meetings of the Board of Directors.