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(Stock Exchange Code 4246)

June 3, 2026

(Commencement Date of Electronic Provision Measures: May 22, 2026)

To Shareholders with Voting Rights:

Ikuo Sugiyama

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

NOTICE OF THE 19TH 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 19th 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 19th 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 Thursday, June 18, 2026, Japan Standard Time.

1	Date and Time	Friday, June 19, 2026 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 19th Fiscal Year (April 1, 2025 - March 31, 2026) 2. Non-consolidated Financial Statements for the 19th Fiscal Year (April 1, 2025 - March 31, 2026) <hr/> <p>Proposals to be resolved</p> <p>Proposal 1: Appropriation of Surplus Funds</p> <p>Proposal 2: Election of Ten (10) Directors</p> <p>Proposal 3: 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 Friday, June 12, 2026.

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., Friday, June 19, 2026 (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., Thursday, June 18, 2026

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., Thursday, June 18, 2026

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., Thursday, June 18, 2026**. 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.

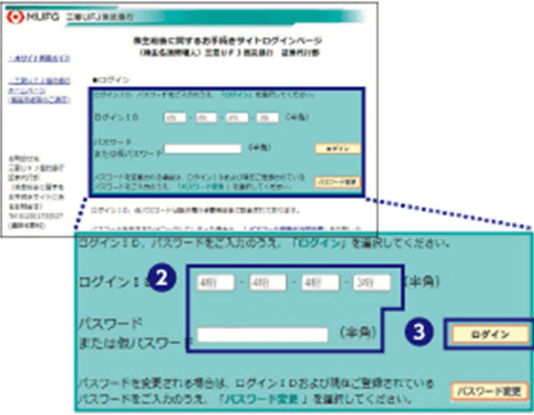
Entry by Login ID/Temporary Password

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



1 Click the “Next Page” button.

2 Log in.



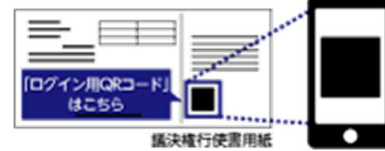
2 Enter the “Login ID” and “Temporary password” stated at the lower right on the Voting Card.

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.

! 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

2 Allocation of dividend property to shareholders and the total amount thereof:
33 yen per share of the Company's common stock
Total amount of dividend: 2,173,474,578 yen

3 Effective date of distribution of surplus funds:
June 22, 2026

Proposal 2 Election of Ten (10) Directors

The terms of office of all eleven (11) Directors will expire at the conclusion of this Annual General Meeting of Shareholders. To enable us to make more flexible decisions while maintaining management functions, the Company decided to reduce the number of Directors by one (1). Accordingly, the Company proposes to elect ten (10) 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 <input type="checkbox"/> Reelection	Representative Director and President Overall corporate management	100% (20/20)
2	Hideki Toi <input type="checkbox"/> Reelection	Representative Director and Executive Vice President Assistant to President and Internal Audit Office	100% (20/20)
3	Mitsugi Hataishi <input type="checkbox"/> Reelection	Director and Senior Managing Executive Officer Production Div., Quality Div. and Purchasing Div.	100% (20/20)
4	Hiroyuki Kawakami <input type="checkbox"/> Reelection	Director and Senior Managing Executive Officer Marketing & Sales Div. and Research & Development Div.	100% (20/20)
5	Shigeharu Mifune <input type="checkbox"/> Reelection	Director and Senior Managing Executive Officer Development Div. and Engineering Div.	100% (20/20)
6	Haruko Murata <input type="checkbox"/> Reelection <input type="checkbox"/> Outside <input type="checkbox"/> Independent	Outside Director	100% (20/20)
7	Taketo Hironaka <input type="checkbox"/> Reelection <input type="checkbox"/> Outside	Outside Director	95% (19/20)
8	Toshihiko Matsumoto <input type="checkbox"/> Reelection <input type="checkbox"/> Outside <input type="checkbox"/> Independent	Outside Director	100% (20/20)
9	Hiroaki Kobayashi <input type="checkbox"/> Reelection <input type="checkbox"/> Outside <input type="checkbox"/> Independent	Outside Director	100% (20/20)
10	Yoko Ishida <input type="checkbox"/> Reelection <input type="checkbox"/> Outside <input type="checkbox"/> Independent	Outside Director	100% (15/15)



Number of shares of
the Company's
common stock held
17,152

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	Apr. 2022	Executive Officer in charge of Global Quality; Assistant to the Officer in charge of Cost Innovation of Mazda Motor Corporation
Jun. 2012	General Manager, Powertrain Production Dept. No. 2, of Mazda Motor Corporation	Jun. 2022	Executive Officer in charge of Global Quality and Cost Innovation of Mazda Motor Corporation
Apr. 2015	Deputy Plant Manager, Hiroshima Plant of Mazda Motor Corporation	Apr. 2023	Managing Executive Officer in charge of Global Quality and Cost Innovation of Mazda Motor Corporation
Apr. 2016	Plant Manager, Hiroshima Plant of Mazda Motor Corporation	Apr. 2024	Executive Vice President of the Company
Dec. 2017	Deputy General Manager, US Production Preparation Office of Mazda Motor Corporation	Jun. 2024	Representative Director and President of the Company (to present)
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. 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.		

Areas of Responsibilities in the Company

Overall corporate management

Reasons for nomination as a candidate for Director

Mr. Ikuo Sugiyama has had abundant achievements in the areas of production, quality and cost innovation at Mazda Motor Corporation, and accumulated advanced knowledge regarding global business operation through, for example, being responsible for management as a senior vice president of the U.S. affiliated company. Since June 2024, as Representative Director and President of the Company, he has supervised overall corporate management and led initiatives for changing management practices and continuously strengthening our earning capacity with conceptual power to anticipate the future and abilities to assess business environments and flexibly respond to them. These initiatives have contributed to the strengthening of the entire Group's competitiveness and the increase of corporate value. Expecting him to drive further growth and development of the Company with the above experience, knowledge, and ability to achieve, the Company proposes his reelection as Director.

Candidate
No.

2

Hideki Toi

January 9, 1963

Reelection



Number of shares of
the Company's
common stock held
13,827

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

Mr. Hideki Toi has held important posts such as general manager of branches at the Hiroshima Bank, Ltd., engaged in financial transactions with various companies including automobile sectors. Accordingly, he has cultivated abundant experience and advanced expertise through management and promotion of business strategies in the financial industry. Since June 2023, as Representative Director and Executive Vice President of the Company, he has assisted overall corporate management, and steadily carried out strategies toward enhancing governance systems and improving profitability. Like this, he has contributed to strengthening of the entire Group's competitiveness and the increase of corporate value. In consideration of the above achievements, the Company expects him to drive further growth and development of the Company, and thus proposes his reelection as Director.

Candidate
No.

3

Mitsugi Hataishi

February 4, 1967

Reelection



Number of shares of
the Company's
common stock held
29,221

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

Mr. Mitsugi Hataishi has greatly contributed to establishment of production management systems mainly in the Monozukuri area, and been responsible for management as President of the Company's subsidiary in Mexico. Accordingly, he has abundant experience and deep insights regarding domestic and overseas business operations. In addition, since his assumption of office as Director, he has supervised the areas of production, procurement, and quality, and led realization of the Monozukuri strategy, for example, building high quality and efficient production systems, and working on structural reform and optimization of an entire supply chain. In consideration of the above achievements, the Company expects him to further contribute to continuous growth and the increase of corporate value from a viewpoint of the Company's business strategies, and thus proposes his reelection as Director.



Number of shares of
the Company's
common stock held
18,714

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

Mr. Hiroyuki Kawakami has greatly contributed to the establishment of the Company's ideal highly efficient production system mainly in the development/engineering area, and has been responsible for management as President of the Company's subsidiary. Therefore, he has abundant experience and deep insights regarding business operations. Since his assumption of office as Director, using such career, he has also supervised the areas of marketing & sales and research & development, promoted marketing for expanding business partners, and worked on development of next-generation products, for example, environmentally-friendly and lighter ones. Like this, he has led strengthening of the customer strategy and the product strategy. In consideration of the above achievements, the Company expects him to further contribute to continuous growth and the increase of corporate value from a viewpoint of enhancement of the Company's business management, and thus proposes his reelection as Director.



Number of shares of
the Company's
common stock held
16,062

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

Mr. Shigeharu Mifune has greatly contributed to technological innovation centering on the mold and paint engineering field mainly in the development and engineering areas, and has been responsible for management as President of the Company's subsidiary. Therefore, he has abundant experience and deep insights regarding business operations. Since his assumption of office as Director, he has also supervised the development and engineering areas, and worked on development and proposal of next-generation products, technological innovation, and enhancement of development processes. Like this, he has led realization of the product strategy pursuing both environmental consideration and higher competitiveness. In consideration of the above achievements, the Company expects him to sophisticate the Company's development and technological abilities and further contribute to continuous growth and the increase of corporate value, and thus proposes his reelection as Director.

Candidate
No.

6

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, she has obtained a Master of Business Administration, and possessed abundant experience and deep insights as a certified public accountant and a certified public tax accountant. She is also 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. In consideration of the above achievements, the Company expects her to further contribute to the strengthening of supervisory functions for the Company's Board of Directors and the increase of corporate value especially with the advice and suggestions from an extensive managerial viewpoint and a professional perspective for finance and accounting. Thus, the Company proposes her reelection as Outside Director.

Candidate
No.

7

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	Executive Officer in charge of Production Engineering, Business Logistics, Carbon Neutrality, and Cost Innovation of Mazda Motor Corporation
Feb. 2014	General Manager, Powertrain Production Dept. No.4 of Mazda Motor Corporation	Apr. 2024	Managing Executive Officer in charge of Production Engineering, Global Quality, Carbon Neutrality and Cost Innovation of Mazda Motor Corporation
Apr. 2016	Executive Vice President 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
Apr. 2018	President and CEO of Mazda Powertrain Manufacturing (Thailand) Co., Ltd.	Apr. 2026	Senior 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		
Jun. 2022	Outside Director of the Company (to present)		

Significant concurrent position

Senior Executive Officer of Mazda Motor Corporation

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

Mr. Taketo Hironaka has abundant experience and deep insights as a member of a management team in the automobile industry. He is also giving advice and suggestions based on his objective and professional insights, which contribute to the increase of corporate value. In consideration of the above achievements, the Company expects him to further contribute to the strengthening of supervisory functions for the Company's Board of Directors and the increase of corporate value with the advice and suggestions especially from a managerial viewpoint in the automobile industry and a professional perspective regarding the global production system. Thus, the Company proposes his reelection as Outside Director.

Candidate No.

8

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	Jun. 2020	General Manager, Management Planning Office, Management Headquarters and Deputy Manager, Production Headquarters of SATAKE CORPORATION
Mar. 2003	General Manager, Sales Division of SATAKE AMERICA LATINA LTDA.	Jun. 2021	Executive Officer of SATAKE CORPORATION
Sep. 2007	President of SATAKE AMERICA LATINA LTDA.	Mar. 2023	Executive Officer, Deputy Manager, Management Headquarters and Deputy Manager, Production Headquarters of SATAKE CORPORATION
Nov. 2010	General Manager, Management Headquarters of SATAKE CORPORATION	Jun. 2023	Director, Deputy Manager, Management Headquarters and Deputy Manager, Production Headquarters of SATAKE CORPORATION
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
Sep. 2013	Executive Vice President of SATAKE THAILAND CO., LTD.	Jun. 2023	Outside Director of the Company (to present)
Jul. 2017	Executive Vice President of Tohoku Satake Co., Ltd. (currently, SATAKE TOHOKU CO., LTD.)	Mar. 2026	Director, Officer in charge of Production Headquarters and Deputy Manager, Management Headquarters of SATAKE CORPORATION (to present)

Significant concurrent position

Director of SATAKE CORPORATION

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

Mr. Toshihiko Matsumoto has abundant experience and deep insights as a member of a management team in the food industry general machinery field. He is also 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. In consideration of the above achievements, the Company expects him to further contribute to the strengthening of supervisory functions for the Company's Board of Directors and the increase of corporate value with the advice and suggestions especially from a managerial viewpoint and a professional perspective regarding the global development. Thus, the Company proposes his reelection as Outside Director.

Candidate No.

9

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

Mr. Hiroaki Kobayashi has abundant experience and deep insights as a member of a management team in the textile industry. He is also 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. In consideration of the above achievements, the Company expects him to further contribute to the strengthening of supervisory functions for the Company's Board of Directors and the increase of corporate value with the advice and suggestions especially from an extensive viewpoint based on many years of management experience. Thus, the Company proposes his reelection as Outside Director.

Candidate
No.

10

Yoko Ishida

September 2, 1957

Reelection

Outside

Independent

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)	Sep.2020	Outside Director of Nippon Koei Co., Ltd.
Jan. 1991	Head of Corporate Planning Department of System Science Consultants Co., Ltd. (currently, Koei Research & Consulting Inc.)	Apr. 2022	Professor, Center for the Study of International Cooperation in Education, The IDEC Institute, Hiroshima University
Nov. 1997	Head of Project Department No. 2 of Koei Research Institute International Corp. (currently, Koei Research & Consulting Inc.)	Dec. 2022	President of Japan Evaluation Society
Apr. 2006	Head of Evaluation Business Department of International Development Center of Japan, an Incorporated Foundation (currently, International Development Center of Japan)	Apr. 2023	Vice President (Equity, Diversity and Inclusion) and Professor (Special Designation) of Hiroshima University
Oct. 2015	Professor, Center for the Study of International Cooperation in Education of Hiroshima University	Jul. 2023	Outside Director of Integrated Design & Engineering Holdings Co., Ltd.
Apr. 2017	Professor, Center for the Study of International Cooperation in Education, Head of Gender Equality Promotion Office of Hiroshima University	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
		Jun. 2025	Outside Director of the Company (to present)
		Apr. 2026	Visiting Professor, Graduate School of Humanities and Social Sciences of Hiroshima University (to present)

Significant concurrent positions

Visiting Professor, Graduate School of Humanities and Social Sciences 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, she has abundant experience and deep insights overseas and in Japan through, for example, engaging in international cooperation projects and evaluation surveys by ODA, and serving as a university professor and a president of ESSOR Hiroshima. She is also 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. In consideration of the above achievements, the Company expects her to further contribute to the strengthening of supervisory functions for the Company's Board of Directors and the increase of corporate value with the advice and suggestions especially from a professional viewpoint regarding D&I. Thus, the Company proposes her reelection as 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 Senior 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, Mr. Hiroaki Kobayashi, and Ms. Yoko Ishida 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.
 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 five (5) 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 four (4) 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 three (3) 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 three (3) years at the conclusion of this Annual General Meeting of Shareholders.
 11. Ms. Yoko Ishida shall have served as the Company's Outside Director for one (1) year at the conclusion of this Annual General Meeting of Shareholders.

[Reference]

Structure and Skills matrix of the Board of Directors and the Audit & Supervisory Board in the case that Proposal 2 is approved

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 Overall corporate management	•	•	•	•	•			
Hideki Toi	Representative Director and Executive Vice President Assistant to overall corporate management, DN-DX Promotion Office and Internal Audit Office	•		•			•	•	•
Mitsugi Hataishi	Director and Senior Managing Executive Officer Production Div., Quality Div., Purchasing Div. and Corporate Planning Div.	•	•	•		•		•	
Hiroyuki Kawakami	Director and Senior Managing Executive Officer Marketing & Sales Div. and Corporate Management Div.	•		•	•	•	•		•
Shigeharu Mifune	Director and Senior Managing Executive Officer Development Div., Engineering Div. and Research & Development Div.	•			•	•			
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 3

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. Teruhiko Kashihara 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

Teruhiko Kashihara

July 15, 1965



Number of shares of the Company's common stock held
19,761

Career summary and positions

Apr. 1984	Joined Daikyo Co., Ltd. (currently, DaikyoNishikawa Corporation)	Apr. 2023	Executive Officer of the Company
Apr. 2014	Director and President of DMS Tech Co., Ltd. (currently DaikyoNishikawa (Thailand) Co., Ltd.)	Feb. 2024	Representative Director and President of Kanto Daikyo Co., Ltd. (currently, DaikyoNishikawa Corporation) and Executive Officer of the Company
Feb. 2017	Senior Staff Manager, Quality Assurance Dept., Quality Div. of the Company	Apr. 2024	Representative Director and President of Kanto Daikyo Co., Ltd. and Managing Executive Officer of the Company
Apr. 2017	Quality Division Manager of the Company	Apr. 2026	Managing Executive Officer and Quality Division Manager of the Company (to present)
Apr. 2021	Executive Officer and Quality Division Manager of the Company		

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

Since Mr. Teruhiko Kashihara has engaged in operations mainly in the quality area and been responsible for management as President of the Thai subsidiary, he has abundant experience and deep insights regarding business operations overseas and in Japan. The Company believes it can expect him to appropriately perform an audit of the Company, and provide proper advice and suggestions as an Audit & Supervisory Board Member from an objective standpoint at time of making important management decisions by leveraging the above career. Therefore, the Company proposes his election as 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. 2019	Representative Partner of Choshu Audit Corporation
Aug. 1989	Registered as a certified public accountant	Jun. 2020	Outside Director and Audit & Supervisory Committee Member of Kyushu Electric Power Company, Incorporated
Jun. 2004	Partner of KPMG AZSA & Co. (currently, KPMG AZSA LLC)	Jun. 2022	Outside Director and Audit and Supervisory Committee Member of Hirogin Holdings, Inc. (to present)
Jul. 2018	Opened Tani Certified Public Accountant Office	Mar. 2026	Registered as a certified public tax accountant
		Mar. 2026	Representative of Tani Certified Public Accountant / Tax Accountant Office (to present)

Significant concurrent positions

Representative of Tani Certified Public Accountant / Tax 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, she has abundant experience and deep insights regarding finance and accounting as a certified public accountant. The Company expects her to give proper advice and suggestions on business operations from an independent standpoint based on her objective and professional insights by leveraging the above career, and believes she will be able to reflect her expertise especially on finance and accounting in an audit of the Company. Therefore, the Company proposes her election as Substitute Outside Audit & Supervisory Board Member.

- (Notes)
- Ms. Hiroko Tani is a candidate for Substitute Outside Audit & Supervisory Board Member.
 - There are no special interests between the candidates and the Company.
 - 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.
 - There is no special relationship to be disclosed between the Company and Tani Certified Public Accountant / Tax Accountant Office and Hirogin Holdings, Inc.
 - 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.
 - 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.
 - 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.