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Securities Code: 5715

June 4, 2026

(Date of commencement of measures for electronic provision: May 29, 2026)

To our shareholders:

Minoru Nakatogawa
President & Representative Director
Furukawa Co., Ltd.
6-4, Otemachi 2-chome, Chiyoda-ku, Tokyo

Notice of the 159th Annual Shareholders' Meeting

The 159th Annual Shareholders' Meeting of Furukawa Co., Ltd. (the “Company”) will be held as indicated below. In convening this Annual Shareholders' Meeting, the Company takes measures for electronic provision, and posts this on each of the following websites as “Notice of the 159th Annual Shareholders' Meeting.”

The Company's website (in Japanese): https://www.furukawakk.co.jp/ir/stock/meeting_info.html

The following website is also available.

Tokyo Stock Exchange (TSE) website (in Japanese):

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

Access the TSE website by using the Internet address shown above, enter “Furukawa” in “Issue name (company name)” or the Company's securities code “5715” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.”

If you do not attend the Meeting, we kindly request that you exercise your voting rights after reviewing the Reference Documents for Shareholders' Meeting posted on the matters subject to measures for electronic provision, either by returning the enclosed voting form indicating approval or disapproval or by electronic means (via the Internet, etc.) to reach us **no later than 5:00 p.m. on Thursday, June 25, 2026 (JST)**.

1. Date and Time: Friday, June 26, 2026, at 10:00 a.m. (JST) (Reception starts at 9:00 a.m.)

2. Venue: 11th floor, Company's Conference Room, Tokiwabashi Tower
6-4, Otemachi 2-chome, Chiyoda-ku, Tokyo

3. Purpose of the Meeting

Matters to be reported:

1. Business Report, Consolidated Financial Statements and the results of audits of the Consolidated Financial Statements by the Accounting Auditors and the Audit & Supervisory Board for the 159th fiscal year (from April 1, 2025 to March 31, 2026)
2. Non-Consolidated Financial Statements for the 159th fiscal year (from April 1, 2025 to March 31, 2026)

Matters to be resolved:

- Proposal No. 1** Appropriation of Surplus
- Proposal No. 2** Election of Eight (8) Directors

Notice

- In accordance with the provision of laws and regulations, and Article 14 of the Articles of Incorporation, of matters for which measures for electronic provision are to be taken, those listed below shall not be stated in the documents delivered to shareholders.

1. **“Systems to ensure appropriateness of operations” and “Overview of the status of the systems to ensure appropriateness of operations” in the Business Report**
2. **“Consolidated Statement of Changes in Net Assets” and “Notes to Consolidated Financial Statements”**
3. **“Non-consolidated Statement of Changes in Net Assets” and “Notes to Non-consolidated Financial Statements”**

The matters are part of the documents included in the scope of audits by the Audit & Supervisory Board Members and the Accounting Auditors when they create their respective audit reports.

- If revisions to the matters subject to measures for electronic provision arise, the details of the revisions will be posted on the following Company's website and the Tokyo Stock Exchange (TSE) website.

The Company's website (in Japanese): https://www.furukawakk.co.jp/ir/stock/meeting_info.html

English language site is also available at the following address.

https://www.furukawakk.co.jp/en/ir/stock/meeting_info.html

TSE website (in Japanese):

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

Information about questions in advance

The Company accepts questions related to the matters to be reported and matters to be resolved at this Shareholders' Meeting in advance.

Please access the submission form from the URL below and enter the required information.

<https://www.furukawakk.co.jp/furukawakk-sokai/>

Deadline for entry: Friday, June 12, 2026

- Your shareholder number will be required. Please check it on your voting form.
- The Company plans to answer questions expected to be of significant interest to shareholders at the Shareholders' Meeting.
- Please note that the Company is unable to provide answers to individual questions.

How to Exercise Voting Rights:

1. If you attend the Meeting

Date and Time of the Meeting: Friday, June 26, 2026, at 10:00 a.m. (JST) (Reception starts at 9:00 a.m.)

- Please submit the voting form to the receptionist at the venue. (Seals are not required.)
- If you exercise your voting rights by proxy, you can delegate your voting rights to one (1) proxy who is a shareholder of the Company with voting rights. In such case, please have the proxy submit a document evidencing the authority of proxy to the receptionist at the venue.
- Please note that gifts will not be provided to shareholders who attend the Meeting.

2. If you do not attend the Meeting

- If you wish to exercise your voting rights by mail:

Voting deadline: Please ensure that it reaches us by 5:00 p.m. on June 25, 2026 (Thursday).

Please indicate approval or disapproval on the enclosed voting form, and post it without affixing a stamp.

If you do not indicate for or against each of the items on the Voting Rights Exercise Form in exercising your voting rights in writing, the Company will deem that you indicated your approval for the proposal.

- If you wish to exercise your voting rights via the Internet:

Voting deadline: Please ensure that you exercise your voting rights by 5:00 p.m. on June 25, 2026 (Thursday).

How to enter your login ID and password

Please access the voting website from your PC or smartphone, enter the voting code and password indicated on the enclosed voting form, and then follow the instructions on the screen for indicating approval or disapproval.

<https://www.web54.net>

If your vote is cast both in writing and via the Internet, etc., the one via the Internet, etc. shall be deemed as the valid execution of your voting right. If you have cast your vote multiple times via the Internet, etc., the final vote cast shall prevail.

3. Electronic voting platform

Shareholders who have an account with a trust bank, etc. (include standing proxies) may use, in addition to voting via the Internet, the electronic voting platform operated by ICJ, Inc. to exercise voting rights at the Shareholders' Meeting by applying in advance to use the platform.

[Reference] Key Points of the Proposals

Proposal No. 1 Appropriation of Surplus

The Company proposes the year-end dividends of ¥50.00 per share.

As the Company paid interim dividends of ¥30.00 per share, the annual dividends for the current fiscal year will be ¥80.00 per share.

Proposal No. 2 Election of Eight (8) Directors

The Company proposes the election of following eight (8) Directors.

Candidate No.		Name	Gender		Position in the Company
1	Reelection	Minoru Nakatogawa	Male		President & Representative Director
2	Reelection	Tatsuki Nazuka	Male		Director and Managing Executive Officer
3	Reelection	Koichiro Konno	Male		Director and Senior Executive Officer
4	Reelection	Kazuyoshi Iwama	Male		Director and Senior Executive Officer
5	New election	Takayuki Kitagawa	Male		Executive Officer
6	Reelection	Yoichi Mukae	Male	Outside Independent	Director
7	Reelection	Kazumi Nishino	Female	Outside Independent	Director
8	Reelection	Hiroaki Nakamura	Male	Outside Independent	Director

Reference Documents for Shareholders' Meeting

Proposal No. 1 Appropriation of Surplus

The Company proposes the following appropriation of retained earnings.

Year-end dividends

The Company shall seek to distribute stable and sustainable profits to shareholders in principle, while putting priority on investments to realize sustainable growth and medium- to long-term corporate value enhancement of the Company.

Taking into account such factors as the Company's business results for the current fiscal year and future business development, the Company proposes to appropriate retained earnings in the form of year-end dividends for the 159th fiscal year as follows.

1. Type of dividend property
Cash
2. Allotment of dividend property and their aggregate amount
¥50.00 per common share of the Company
Total dividends: ¥1,621,587,650
As the Company paid interim dividends of ¥30.00 per common share of the Company, the annual dividends for the current fiscal year will be ¥80.00 per common share of the Company.
3. Effective date of dividends of surplus
June 29, 2026

Proposal No. 2 Election of Eight (8) Directors

The terms of office of all eight (8) Directors will expire at the conclusion of this Meeting. Therefore, we propose the election of eight (8) Directors. Out of the eight (8) candidates for Directors, three (3) are Outside Directors, each of whom satisfies “Independence Standards for Outside Officers” as stipulated by the Company.

The candidates for Directors are as follows:

- (Notes)
1. If the above proposal is approved at this Meeting, the Company will appoint Minoru Nakatogawa as President & Representative Director of the Company at the Board of Directors meeting scheduled after the conclusion of this Meeting.
 2. Yoichi Mukae, Kazumi Nishino, and Hiroaki Nakamura are candidates for Outside Directors. The Company registered each candidate with the Tokyo Stock Exchange as Independent Directors / Auditors stipulated by the Tokyo Stock Exchange. If the reelection of each candidate is approved, the Company will continue the registration of them as Independent Directors.
 3. The Company has entered into an agreement with Yoichi Mukae, Kazumi Nishino and Hiroaki Nakamura to limit their liability for damages as specified in Article 423, paragraph 1 of the Companies Act in accordance with the provision of Article 427, paragraph 1 of the same law. The liability for damages based on the said agreement shall be limited to the higher of either five (5) million yen or the minimum liability amount prescribed by the applicable law. If the reelection of each candidate is approved, the Company plans to continue the said agreement with each candidate.
 4. The Company has entered into directors and officers liability insurance with an insurance firm based on the provisions of Article 430-3, paragraph 1 of the Companies Act. In case that a shareholder or a third party demands compensation for damage, the Company will use this insurance to cover the damage, such as compensation for damage, litigation costs and other expenses that the insured may be liable for (however, excluding damage, etc. resulting from criminal or intentional non-compliant acts). In the event that each candidate is elected and assumes the office of Director, they will become the insured of this insurance policy. The Company plans to renew the insurance with the same terms and conditions when the time of renewal comes.

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company	Number of the Company's shares owned	
1	Minoru Nakatogawa (August 21, 1959) (66 years old) Reelection	Apr. 1983	Joined the Company	29,703 shares *As of March 31, 2026
		June 2011	Director of Furukawa UNIC Corporation	
		June 2016	Managing Director of Furukawa UNIC Corporation (till Oct. 2016)	
		Oct. 2016	General Manager in charge of HR Strategy, Human Resources & General Affairs Department	
		June 2017	Executive Officer of the Company Deputy President and Director of Furukawa UNIC Corporation (In charge of Promotion of Mid-term Business Plan)	
		June 2018	Executive Officer of the Company President & Representative Director of Furukawa UNIC Corporation (till June 2021)	
		June 2019 June 2020 June 2021	Director and Senior Executive Officer Director and Managing Executive Officer President & Representative Director (current position)	
Responsibility in the Company Management of overall operations In charge of Rock Drill Machinery Segment, UNIC Machinery Segment, Metals Segment, Human Resources & General Affairs Department, Legal Department, and Internal Audit Department				
Significant concurrent positions outside the Company Not applicable				
Tenure as Director: 7 years (at the conclusion of this Meeting) Attendance at the Board of Directors meetings: 17/17 (100%)				
Reasons for nomination as a candidate for Director Minoru Nakatogawa has many years of experience in legal affairs and public & investor relations work, and served as President & Representative Director of Furukawa UNIC Corporation. Since June 2021, he has been in charge of the management of the Company as President & Representative Director of the Company, vigorously promoting a review of its business portfolio and concentrating management resources on the Machinery Business, which the Company positions as its core business, to drive the execution of the Company's growth strategy while demonstrating strong leadership. We propose his reelection as Director because we believe it is necessary to continue applying his extensive experience and leadership to the management of the Company in order for the Company to realize the new vision, "Vision F 2035," formulated in November 2025.				
Other special notes to the candidate for Director <ul style="list-style-type: none"> There is no special interest between Minoru Nakatogawa and the Company. The described number of shares held by Minoru Nakatogawa includes shares he holds under the Company's Officer Stock Holding Association. 				

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company	Number of the Company's shares owned	
2	Tatsuki Nazuka (May 10, 1958) (68 years old) Reelection	Apr. 1981 June 2009	Joined the Company Director of Furukawa Industrial Machinery Systems Co., Ltd. (till June 2015)	19,104 shares *As of March 31, 2026
		June 2015	Executive Officer, Deputy General Manager, Development Division, and General Manager, Tsukuba Development Center	
		June 2017	Executive Officer and General Manager, Development Division, and General Manager, Tsukuba Development Center	
		Oct. 2017	Executive Officer and General Manager, Technology Division	
		July 2018	Executive Officer, General Manager, Technology Division, and General Manager, Technological Strategy Department	
		June 2019	Director and Senior Executive Officer, and General Manager, Technology Division	
		Oct. 2020	Director and Senior Executive Officer, General Manager, Technology Division, and General Manager, Quality Assurance Management Department	
		June 2022	Director and Managing Executive Officer, and General Manager, Technology Division	
		June 2023	Director and Managing Executive Officer (current position)	
		Responsibility in the Company In charge of EarthTechnica Segment, Electronics Segment, Chemicals Segment, Technology Division, Environmental & Safety Management Department, and Purchasing Department		
Significant concurrent positions outside the Company Not applicable				
Tenure as Director: 7 years (at the conclusion of this Meeting) Attendance at the Board of Directors meetings: 17/17 (100%)				
Reasons for nomination as a candidate for Director Tatsuki Nazuka has been working in the Technology Division for many years, possessing expert knowledge and a track record concerning engineering and development. He has led the improvement of technological strategy and technological development in the Company and the Group Companies, and has led the Materials Business as Director in charge, thereby contributing to enhancing the corporate value. We propose his reelection as Director because we believe it is necessary to continue applying his highly specialized knowledge and experience to the management of the Company to address social issues and enhance the corporate value.				
Other special notes to the candidate for Director <ul style="list-style-type: none"> There is no special interest between Tatsuki Nazuka and the Company. The described number of shares held by Tatsuki Nazuka includes shares he holds under the Company's Officer Stock Holding Association. 				

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company		Number of the Company's shares owned
3	Koichiro Konno (January 13, 1963) (63 years old)	Apr. 1985	Joined the Company	7,854 shares *As of March 31, 2026
		June 2017	General Manager, Financial Department	
	June 2021	Executive Officer, General Manager, Financial Department		
	June 2022	Executive Officer, General Manager, Corporate Planning Department		
	Reelection	June 2023	Director and Senior Executive Officer, General Manager, Corporate Planning Department (current position)	
	Responsibility in the Company In charge of Corporate Planning Department, Sustainability Promotion Department, Accounting Department, Financial Department, and Information System Department			
Significant concurrent positions outside the Company Not applicable				
Tenure as Director: 3 years (at the conclusion of this Meeting) Attendance at the Board of Directors meetings: 17/17 (100%)				
Reasons for nomination as a candidate for Director Since joining the Company, Koichiro Konno has gained extensive knowledge and experience in finance and accounting through serving in Accounting and Financial Departments for many years. As General Manager of the Corporate Planning Department, he has also been involved in the management strategies of the entire Group and has contributed to strengthening the management foundation. Furthermore, since assuming office as Director of the Company in June 2023, he has been leading the execution of the M&A strategy as well as efforts to strengthen and expand the company-wide risk management system, including sustainability initiatives as Director in charge. We propose his reelection as Director because we believe it is necessary to continue applying his extensive experience and execution capabilities to the management of the Company to promote its growth strategy and enhance the corporate value.				
Other special notes to the candidate for Director <ul style="list-style-type: none"> • There is no special interest between Koichiro Konno and the Company. • The described number of shares held by Koichiro Konno includes shares he holds under the Company's Officer Stock Holding Association. 				

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company	Number of the Company's shares owned	
4	Kazuyoshi Iwama (August 29, 1962) (63 years old) Reelection	Apr. 1985	Joined the Company	7,239 shares *As of March 31, 2026
		June 2012	Director of Furukawa Metals & Resources Co., Ltd.	
		June 2017	Managing Director of Furukawa Metals & Resources Co., Ltd. (till June 2019)	
		June 2019	President & Representative Director of Furukawa Chemicals Co., Ltd (till June 2022)	
		June 2021	Executive Officer (till June 2025)	
		June 2022	President & Representative Director of Furukawa Industrial Machinery Systems Co., Ltd. (current position)	
		June 2025	Director and Senior Executive Officer (current position)	
	Responsibility in the Company In charge of Industrial Machinery Segment and Real Estate Business			
	Significant concurrent positions outside the Company President & Representative Director of Furukawa Industrial Machinery Systems Co., Ltd.			
	Tenure as Director: 1 year (at the conclusion of this Meeting) Attendance at the Board of Directors meetings: 14/14 (100%)			
	Reasons for nomination as a candidate for Director Kazuyoshi Iwama worked in the Human Resources Division for many years and has extensive experience in HR and HR development operations. In addition, he has held key positions at Group Companies, including President & Representative Director of Furukawa Chemicals Co., Ltd. and President & Representative Director of Furukawa Industrial Machinery Systems Co., Ltd. Furthermore, since assuming office as a Director of the Company in June 2025, he has been leading the Group's core businesses as Director in charge of the Industrial Machinery Segment and the Real Estate Business. We propose his reelection as Director because we believe it is necessary to continue applying his extensive experience and execution capabilities to the management of the Company to address social issues and enhance the corporate value.			
	Other special notes to the candidate for Director <ul style="list-style-type: none"> ● There is no special interest between Kazuyoshi Iwama and the Company. ● The described number of shares held by Kazuyoshi Iwama includes shares he holds under the Company's Officer Stock Holding Association. 			

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company		Number of the Company's shares owned
5	Takayuki Kitagawa (October 12, 1965) (60 years old) New election	Apr. 1988	Joined the Company	2,739 shares *As of March 31, 2026
		June 2021	Director of Furukawa Rock Drill Co., Ltd. (Assistant to President) Director of Furukawa Industrial Machinery Systems Co., Ltd.	
		June 2024	Managing Director of Furukawa Rock Drill Co., Ltd. (Assistant to President) Director of Furukawa UNIC Corporation	
		June 2025	Executive Officer Deputy President and Director of Furukawa Rock Drill Co., Ltd. Deputy President and Director of Furukawa Industrial Machinery Systems Co., Ltd. Deputy President and Director of Furukawa UNIC Corporation (current position)	
	— —			
	Significant concurrent positions outside the Company	Not applicable		
	Tenure as Director: — Attendance at the Board of Directors meetings: —			
	Reasons for nomination as a candidate for Director	<p>Since joining the Company, Takayuki Kitagawa has been engaged in sales for the Machinery Business for many years and has extensive experience and knowledge in that business. He has also contributed to developing the management foundation through his involvement in the management strategies of the entire Group in the Corporate Planning Department. Furthermore, he has held key positions at Group Companies in charge of the Machinery Business. Since June 2025, he has served as Deputy President and Director of Furukawa Industrial Machinery Systems Co., Ltd., Furukawa Rock Drill Co., Ltd., and Furukawa UNIC Corporation, and has been leading the Machinery Business, which the Company positions as its core business. We propose his election as Director because we believe it is necessary to apply his extensive experience and execution capabilities to the management of the Company to address social issues and enhance the corporate value.</p>		
	Other special notes to the candidate for Director	<ul style="list-style-type: none"> • There is no special interest between Takayuki Kitagawa and the Company. • The described number of shares held by Takayuki Kitagawa includes shares he holds under the Company's Officer Stock Holding Association. 		

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company	Number of the Company's shares owned	
6	Yoichi Mukae (August 9, 1951) (74 years old) Reelection Outside Independent	Apr. 1975	Joined Ministry of International Trade and Industry (current Ministry of Economy, Trade and Industry)	15,767 shares *As of March 31, 2026
		June 2004	Director-General for Commerce and Distribution Policy, Minister's Secretariat of Ministry of Economy, Trade and Industry (till July 2006)	
		Aug. 2006	Managing Director of The Shoko Chukin Bank, Ltd. (till July 2008)	
		Aug. 2008	Advisor of The Kansai Electric Power Company, Incorporated	
		June 2009	Managing Director of The Kansai Electric Power Company, Incorporated	
		June 2013	Director, Managing Executive Officer of The Kansai Electric Power Company, Incorporated (till June 2015)	
		June 2015	President & Representative Director of The Kanden L&A Company, Limited President & Representative Director of KANDEN EL AUTO SYSTEM Co., Ltd. (till June 2020)	
		June 2019	Director of the Company (current position)	
		June 2020	Senior Advisor of The Kanden L&A Company, Limited (till June 2021) President of GS1 Japan (till June 2024) Representative Director of Research Institute of Economy, Trade and Industry (till Mar. 2024)	
		Significant concurrent positions outside the Company Not applicable		
Tenure as Outside Director: 7 years (at the conclusion of this Meeting) Attendance at the Board of Directors meetings: 17/17 (100%)				
Reasons for nomination as a candidate for Outside Director and expected role Yoichi Mukae has a wide range of experience and knowledge after assuming a series of key positions in the Ministry of Economy, Trade and Industry and after retiring from governmental offices, being involved in the management of private companies. Additionally, he is a man of character and good judgement, and he has provided useful advice on the management of the Company and appropriate supervision over business execution from an objective perspective that is also independent from the management. Therefore, we propose his reelection as Outside Director because we believe he will be able to continue providing useful advice on and appropriate supervision over the management of the Company.				
Other special notes to the candidate for Outside Director <ul style="list-style-type: none"> There is no special interest between Yoichi Mukae and the Company. The described number of shares held by Yoichi Mukae includes shares he holds under the Company's Officer Stock Holding Association. 				

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company	Number of the Company's shares owned
7	Kazumi Nishino (June 9, 1968) (57 years old) Reelection Outside Independent	<p>Apr. 1992 Joined Fuji Photo Film Co., Ltd. (current FUJIFILM Holdings Corporation) (till Mar. 1996)</p> <p>Apr. 2006 Associate Professor, Department of Management of Science & Technology, Graduate School of Management of Science & Technology (current Department of Management of Technology, Graduate School of Management) of Tokyo University of Science (till Mar. 2017)</p> <p>Apr. 2017 Associate Professor, Graduate School of Commerce and Management of Hitotsubashi University</p> <p>June 2019 Associate Professor, Graduate School of Business Administration of Hitotsubashi University Outside Director of Orient Corporation (current position)</p> <p>Dec. 2019 Director of the Company (current position) External Board Director of MiRTeL Co., Ltd. (till Dec. 2021)</p> <p>Apr. 2022 Professor, Graduate School of Business Administration of Hitotsubashi University (current position)</p> <p>June 2022 External Director of Makino Milling Machine Co., Ltd. (till June 2024)</p> <p>Sept. 2024 Vice President, Hitotsubashi University (current position)</p>	10,481 shares *As of March 31, 2026
Significant concurrent positions outside the Company Vice President, Hitotsubashi University Professor, Graduate School of Business Administration of Hitotsubashi University Outside Director of Orient Corporation			
Tenure as Outside Director: 7 years (at the conclusion of this Meeting) Attendance at the Board of Directors meetings: 15/17 (88%)			
Reasons for nomination as a candidate for Outside Director and expected role Kazumi Nishino is a Professor at the Graduate School of Hitotsubashi University, and her fields of study center on theory of management strategy. She has expert knowledge of and practical study accomplishments in business model analysis, the logics of new business creation and product development management in particular. Based on this, she has provided useful advice on the management of the Company and appropriate supervision over business execution from objective, professional, and diverse perspectives that are also independent from the management. We propose her reelection as Outside Director because we believe she will be able to continue providing useful advice on and appropriate supervision over the management of the Company. Although she does not have direct experience in corporate management, she is deemed capable of appropriately performing her duties as Outside Director on the aforementioned grounds.			
Other special notes to the candidate for Outside Director <ul style="list-style-type: none"> • There is no special interest between Kazumi Nishino and the Company. • The described number of shares held by Kazumi Nishino includes shares she holds under the Company's Officer Stock Holding Association. 			

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company		Number of the Company's shares owned
8	Hiroaki Nakamura (February 4, 1955) (71 years old) Reelection Outside Independent	Apr. 1979	Joined TOKYO ROPE MFG. CO., LTD.	— shares *As of March 31, 2026
		July 2006	President of Tokyo Rope Vietnam Co., Ltd.	
		June 2011	Executive Officer of TOKYO ROPE MFG. CO., LTD.	
		June 2012	Director and Executive Officer of TOKYO ROPE MFG. CO., LTD.	
		June 2014	President of TOKYO ROPE MFG. CO., LTD.	
		June 2018	Director and Vice Chairman of TOKYO ROPE MFG. CO., LTD.	
June 2019	Full-time Audit & Supervisory Board Member of TOKYO ROPE MFG. CO., LTD. (till June 2021)			
June 2024	Director of the Company (current position)			
Significant concurrent positions outside the Company Not applicable				
Tenure as Outside Director: 2 years (at the conclusion of this Meeting) Attendance at the Board of Directors meetings: 17/17 (100%)				
Reasons for nomination as a candidate for Outside Director and expected role Hiroaki Nakamura has engaged in the management of manufacturers for many years, and also has extensive experience in overseas business, including serving as President of a company overseas. We propose his reelection as Outside Director because we believe he will be able to continue to provide useful advice on the management of the Company and appropriate supervision over business execution from an objective perspective that is also independent from the management, leveraging his sufficient track record and extensive knowledge as a manager.				
Other special notes to the candidate for Outside Director <ul style="list-style-type: none"> There is no special interest between Hiroaki Nakamura and the Company. 				

[Reference]: Directors' Expertise and Experience (Skills Matrix)

If Proposal No. 2 is approved as originally proposed, the Directors' Skills Matrix will be as follows.

Name	Independent	Corporate management	Business strategies/ Marketing/ DX	Technology/ Production/ Quality	Sustainability/ Environment / Safety	Finance/ Accounting	Legal affairs/ Risk management	HR/ HR development	Inter-nationality
Minoru Nakatogawa		●	●		●		●	●	●
Tatsuki Nazuka			●	●	●				
Koichiro Konno			●		●	●	●		
Kazuyoshi Iwama			●		●	●		●	
Takayuki Kitagawa			●	●	●				●
Yoichi Mukae	★	●					●		●
Kazumi Nishino	★		●	●	●				
Hiroaki Nakamura	★	●	●	●		●			●

[Reference]: Reasons for selection of each item in the Skills Matrix

Item	Reasons for selection
Corporate management	In order to contribute to the realization of a sustainable society and enhance the corporate value of the Group over the long term, it is crucial to present a future vision of the Group, demonstrate leadership to guide our officers and employees toward the realization of such vision, and possess the capabilities to control the entire Group and experience engaging in corporate management by leveraging such capabilities.
Business strategies/ Marketing/ DX	It is crucial to possess knowledge and capabilities to formulate strategies to provide products and services that are recognized for their value and to promote business transformation through the promotion of DX, as well as experience driving each business by leveraging such knowledge and capabilities.
Technology/ Production/ Quality	It is crucial to possess broad technical knowledge required to accelerate innovation, knowledge to maintain and improve efficient stable production capacity and quality, and experience engaging in those operations.
Sustainability/ Environment/ Safety	In order to conduct corporate activities that contribute to the realization of a sustainable society, it is crucial to possess knowledge of sustainability, knowledge of environmental impact reduction and safety management, which we have been working on since our founding, and experience engaging in those operations.
Finance/ Accounting	In order to build, maintain, and strengthen the Group's financial base and to realize the optimal allocation of management resources, it is crucial to possess knowledge in the areas of finance and accounting and experience engaging in those operations.
Legal affairs/ Risk management	In order to establish a governance system and strengthen compliance, as well as to manage various risks associated with our business, it is crucial to possess knowledge in the areas of legal affairs and risk management and experience engaging in those operations.
HR/ HR development	In order to secure and develop diverse human resources in addition to realizing a work environment in which officers and employees can demonstrate their capabilities to the maximum extent, it is crucial to possess knowledge in the areas of HR and HR development, and experience engaging in those operations.
Internationality	In order to promote overseas business development as a global company, it is crucial to possess knowledge of international affairs, overseas markets and the cultures of the respective countries, as well as experience engaging in international operations.

[Reference]: Board policies and procedures in the nomination of Director and Audit & Supervisory Board Member candidates

Candidates for Directors and Audit & Supervisory Board Members shall have the character, insight, and ethics appropriate for the position and be capable of fulfilling the duties and responsibilities of the position. In addition, candidates for internal directors shall have sufficient experience and knowledge of the Company's operations and excellent management judgment, and candidates for Audit & Supervisory Board Members must understand the importance of auditing in corporate management, possess the required knowledge, and have a high level of normative awareness.

Nominations of candidates for directors are deliberated by the Nomination & Remuneration Committee, whose principal members are Independent Outside Directors and decided by the Board of Directors. Nominations of candidates for Audit & Supervisory Board Members are deliberated by the Nomination & Remuneration Committee and decided by the Board of Directors with the consent of the Audit & Supervisory Board.

[Independence Standards for Outside Officers]

As the standards for independence of Outside Officers (Outside Directors and Outside Audit & Supervisory Board Members, including their candidates), the Company has established that they shall not fall under the following items.

- (1) Executive Director and employees of the Group
- (2) Business partners of the Group (those who provide products or services mainly to the Group and whose transactions with the Group were equivalent to more than 2% of net sales of the business partners in the most recent fiscal year of such business partners) or executives of such business partners
- (3) Main business partners of the Group (those who are provided products or services by the Group and whose transactions with the Group were equivalent to more than 2% of net sales of the Group in the most recent fiscal year of the Group) or executives of such business partners
- (4) Executives of financial institutions that are major lenders to the Group (lenders whose loan amounts were equivalent to more than 2% of the Group's consolidated total assets at the most recent fiscal year-end)
- (5) Individuals earning 10 million yen or more per year from the Group in monetary or other benefits as specialists (including consultants, accountants, and lawyers, etc.) excluding executive remuneration, or individuals employed by companies earning 100 million yen or more per year from the Group
- (6) Individual shareholders who hold 10% or more of the Company's voting rights (or Executive Directors, Executive Officers, or employees of corporations that hold 10% or more of the Company's voting rights)
- (7) Individuals who had fallen under (1) to (6) above in the past three-year period
- (8) A relative within the second degree of kinship of a person who falls under (1) through (7) above