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Securities Code: 6806
June 3, 2025

To Shareholders with Voting Rights

Kazunori Ishii
President and Representative Director
HIROSE ELECTRIC CO., LTD.
2-6-3 Nakagawa Chuoh, Tsuzuki-ku,
Yokohama, Kanagawa

NOTICE OF THE 78TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to announce the 78th Ordinary General Meeting of Shareholders of HIROSE ELECTRIC CO., LTD. (the “Company”), which will be held as described below.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information as “Notice of the 78th Annual General Meeting of Shareholders” on the websites below. Please access them to review the information.

[The Company’s website]

<https://www.hirose.com/corporate/ja/ir/> (in Japanese)

In addition to the above, the information is also posted on the following website:

[Tokyo Stock Exchange website (Listed Company Search)]

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

(Access the TSE website by using the internet address shown above, enter “Hirose Electric” in “Issue name (company name)” or the Company’s securities code “6806” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting].”)

If you are unable to attend the meeting, you may exercise your voting rights in writing by submitting the Voting Rights Exercise Form or via the Internet. Please read the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on June 23, 2025 (Monday) in accordance with the guidance below.

1. Date and Time: June 24, 2025 (Tuesday), 10:00 a.m. (Reception will open at 9:00 a.m.)

2. Venue: 1-8-1, Shimomeguro, Meguro-ku, Tokyo
Hotel Gajoen Tokyo, 2F, “Hanatsudoi”

3. Agenda of the Meeting:

Matters to be reported:

1. Business Report, Consolidated Financial Statements for the Company’s 78th Fiscal Year (from April 1, 2024 to March 31, 2025) and Audit Reports for the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee
2. Non-consolidated Financial Statements for the Company’s 78th Fiscal Year (from April 1, 2024 to March 31, 2025)

Proposals to be resolved:

Proposal No. 1 Dividends of Surplus

Proposal No. 2 Partial Amendments to the Articles of Incorporation

Proposal No. 3 Election of Eleven (11) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

Proposal No. 4 Election of Four (4) Directors Who Are Audit & Supervisory Committee Members

4. Guidance for Exercising Voting Rights:

(1) Exercise voting rights in writing

Please indicate your approval or disapproval on the Voting Rights Exercise Form, and return the form to us to arrive no later than 5:00 p.m. on June 23, 2025 (Monday).

(2) Exercise voting rights via the Internet

If you exercise your voting rights via the Internet, please exercise them no later than 5:00 p.m. on June 23, 2025 (Monday).

(3) If you exercise your voting rights twice, once in writing and once via the Internet, your Internet vote shall be deemed to be valid. If you exercise your voting rights more than once via the Internet, the last exercise shall be deemed to be valid.

(4) In the case where you choose to exercise your voting rights in writing (by mail), if there is no indication of your vote for or against a proposal on the Voting Rights Exercise Form, it will be treated as a vote “for” the proposal.

5. Other Matters Related to This Notice:

Among the matters subject to measures for electronic provision, Systems to Ensure Properness of Operations of the Company and Operation Status of the Systems, Notes to the Consolidated and Non-consolidated Financial Statements, Consolidated Statement of Changes in Equity, and Statement of Changes in Shareholders’ Equity are posted on the websites listed on page 1 pursuant to the provisions of the relevant laws and regulations and Article 15 of the Company’s Articles of Incorporation, therefore these are not included in this Notice. The Business Report, and the Consolidated and Non-consolidated Financial Statements included in this Notice are part of the Business Report, and the Consolidated and Non-consolidated Financial Statements that the Accounting Auditor and Audit & Supervisory Committee audited to prepare their respective Audit Reports.

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For those attending, please present the Voting Rights Exercise Form at the reception desk on arrival at the meeting. If revisions to the matters subject to measures for electronic provision are required, the Company will post notice of such revisions and provide details of the matters before and after the revisions on the websites listed on page 1.

## **Reference Documents for the General Meeting of Shareholders**

### **Proposals and References**

#### **Proposal No. 1 Dividends of Surplus**

Regarding year-end dividends, comprehensively taking into account the business results and operating environment of the Company and based on the policy of stable dividend distribution to shareholders, we propose year-end dividends as follows:

(1) Type of dividend property: Cash

(2) Matters related to the allocation of dividends and total amount thereof:

¥245 per share of the Company's common shares

Total amount of dividends: ¥8,310,377,460

Because an interim dividend of ¥245 per share was paid, the annual dividend for the fiscal year ended March 31, 2025 is ¥490 per share.

(3) Effective date of dividends of surplus: June 25, 2025

## Proposal No. 2 Partial Amendments to the Articles of Incorporation

### 1. Reasons for the amendments

In order to further strengthen its management structure, the Company proposes increasing the maximum number of Directors (excluding Directors who are Audit & Supervisory Committee Members) as stipulated in the Articles of Incorporation, Article 17, Paragraph 1, by one (1) from ten (10) to eleven (11).

### 2. Details of the amendments

Details of the amendments are as follows:

(Underlined portions indicate amendments.)

| Current Articles of Incorporation                                                                                                                                                                                                                                             | Proposed Amendments to the Articles of Incorporation                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Chapter 4</p> <p>Directors and Board of Directors (Number of Directors)</p> <p>Article 17</p> <p>1 The number of Directors of the Company (excluding Directors who are Audit &amp; Supervisory Committee Members) shall be <u>ten (10)</u> or less.</p> <p>2 (Omitted)</p> | <p>Chapter 4</p> <p>Directors and Board of Directors (Number of Directors)</p> <p>Article 17</p> <p>1 The number of Directors of the Company (excluding Directors who are Audit &amp; Supervisory Committee Members) shall be <u>eleven (11)</u> or less.</p> <p>2 (Unchanged)</p> |

### Proposal No. 3 Election of Eleven (11) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The term of office of all ten (10) Directors (excluding Directors who are Audit & Supervisory Committee Members. The same shall apply hereinafter in this proposal.) will expire at the close of this Ordinary General Meeting of Shareholders.

Accordingly, in order to further strengthen its management structure, the Company proposes to increase the number of Directors by one (1) and requests that eleven (11) Directors be elected.

With respect to this proposal, the Company's Audit & Supervisory Committee has confirmed and reviewed the nature of the supervision and execution of the Board of Directors and the criteria for selecting candidates for the Board of Directors. As a result, the Company has determined that all of the candidates are well qualified for the positions, taking into account the status of the execution of duties and business performance of each candidate during the fiscal year under review.

The candidates are as follows:

[Reference] List of candidates for Director

| No. | Name                                                                                                                                | Current positions and responsibilities in the Company                                                                                                                   |
|-----|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | <input type="checkbox"/> Reelection Kazunori Ishii                                                                                  | President and Representative Director                                                                                                                                   |
| 2   | <input type="checkbox"/> Reelection Shin Kamagata                                                                                   | Senior Managing Director<br>Group President–Administration                                                                                                              |
| 3   | <input type="checkbox"/> Reelection Shu Obara                                                                                       | Director<br>Group President–Engineering                                                                                                                                 |
| 4   | <input type="checkbox"/> Reelection Hiroshi Satoh                                                                                   | Director<br>Group President–Sales & Marketing                                                                                                                           |
| 5   | <input type="checkbox"/> Reelection Yoshihiro Gunji                                                                                 | Director<br>Group President–Production                                                                                                                                  |
| 6   | <input type="checkbox"/> New election Kosei Matsunaga                                                                               | Operating Officer<br>Deputy Group President–Administration (responsible for<br>General and Legal Affairs, Human Resources, Public Relations,<br>and Investor Relations) |
| 7   | <input type="checkbox"/> Reelection Sang-Yeob Lee                                                                                   | Director                                                                                                                                                                |
| 8   | <input type="checkbox"/> Reelection<br><input type="checkbox"/> Outside<br><input type="checkbox"/> Independent Tetsuji Motonaga    | Outside Director                                                                                                                                                        |
| 9   | <input type="checkbox"/> Reelection<br><input type="checkbox"/> Outside<br><input type="checkbox"/> Independent Masanori Nishimatsu | Outside Director                                                                                                                                                        |
| 10  | <input type="checkbox"/> Reelection<br><input type="checkbox"/> Outside<br><input type="checkbox"/> Independent Seiji Sakata        | Outside Director                                                                                                                                                        |
| 11  | <input type="checkbox"/> New election<br><input type="checkbox"/> Outside<br><input type="checkbox"/> Independent Yoko Kagami       |                                                                                                                                                                         |

There is no special interest between the candidates and the Company.

☐ Reelection

Candidate for Director to be reelected

☐ New election

Candidate for Director to be newly elected

☐ Outside

Candidate for Outside Director

☐ Independent

Independent Officer as defined by the securities exchange

| No.                                                                                                                                                                                                                                                                 | Name<br>(Date of birth)                                                                                                          | Career summary, positions and responsibilities in the Company and significant concurrent positions at other organizations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                        | Number of shares owned                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| 1                                                                                                                                                                                                                                                                   | <div>Reelection</div> <div>Kazunori Ishii<br/>(January 4, 1960)</div> <div>Attendance at Board of Directors meetings 12/12</div> | <div>April 1982<br/>July 2007<br/>November 2008<br/>June 2009<br/>November 2009<br/>June 2010<br/>June 2011<br/>June 2012</div> <div> Joined the Company<br/> Deputy Group President–Engineering of the Company<br/> Deputy Group President–Sales &amp; Marketing of the Company<br/> Operating Officer of the Company<br/> Acting Group President–Sales &amp; Marketing of the Company<br/> Director of the Company<br/> General Manager–Corporate Innovation Office of the Company<br/> Senior Managing Director of the Company<br/> Group President–Sales &amp; Marketing of the Company; concurrently General Manager–Corporate Innovation Office<br/> President and Representative Director of the Company (to present) </div> | <div>(Significant concurrent positions at other organizations)</div> <div> President and Representative Director of TOHOKU HIROSE ELECTRIC CO., LTD.<br/> President and Representative Director of KORIYAMA HIROSE ELECTRIC CO., LTD.<br/> President and Representative Director of ICHINOSEKI HIROSE ELECTRIC CO., LTD.<br/> Representative Director of HIROSE KOREA CO., LTD. </div> | 1,572<br><br>(Number of shares projected to be issued based on the trust-type share-based remuneration: 2,202) |
| (Reasons for nomination as candidate for Director)<br>The Company nominates Mr. Kazunori Ishii as a candidate for Director for another term because we believe he is well qualified for the position as he has supervised and managed the whole Group as President. |                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                |

| No.                                                                                                                                                                                                                                                                                           | Name<br>(Date of birth)                                                                                                          | Career summary, positions and responsibilities in the Company and significant concurrent positions at other organizations |                                                                                                                                                                            | Number of shares owned                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| 2                                                                                                                                                                                                                                                                                             | <div>Reelection</div> <div>Shin Kamagata<br/>(June 4, 1966)</div> <div>Attendance at Board of Directors meetings<br/>12/12</div> | April 1990                                                                                                                | Joined NTT DATA Communications Systems Corporation (currently NTT DATA Corporation)                                                                                        | 940<br><br>(Number of shares projected to be issued based on the trust-type share-based remuneration: 647) |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | February 2002                                                                                                             | Joined the Company                                                                                                                                                         |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | June 2002                                                                                                                 | General Manager–Overall Business Innovation Office–Administration of the Company                                                                                           |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | July 2008                                                                                                                 | General Manager–IT General Administration Office–Administration of the Company                                                                                             |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | February 2019                                                                                                             | General Manager–Corporate Planning Department–Administration of the Company; concurrently General Manager–IT General Administration Department                             |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | June 2019                                                                                                                 | Operating Officer of the Company                                                                                                                                           |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | June 2020                                                                                                                 | Deputy Group President–Administration of the Company; concurrently General Manager–Corporate Planning Department; and General Manager–IT General Administration Department |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | January 2021                                                                                                              | Acting Group President–Administration of the Company; concurrently General Manager–Corporate Planning Department                                                           |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | June 2021                                                                                                                 | Director of the Company<br>Group President–Administration of the Company; concurrently General Manager–Corporate Planning Department                                       |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | July 2021                                                                                                                 | Group President–Administration of the Company (to present)                                                                                                                 |                                                                                                            |
| June 2024                                                                                                                                                                                                                                                                                     | Senior Managing Director of the Company (to present)                                                                             |                                                                                                                           |                                                                                                                                                                            |                                                                                                            |
| (Reasons for nomination as candidate for Director)<br>The Company nominates Mr. Shin Kamagata as a candidate for Director for another term because we believe he is well qualified for the position as he has supervised and managed the overall general administrative affairs of the Group. |                                                                                                                                  |                                                                                                                           |                                                                                                                                                                            |                                                                                                            |
| 3                                                                                                                                                                                                                                                                                             | <div>Reelection</div> <div>Shu Obara<br/>(May 28, 1966)</div> <div>Attendance at Board of Directors meetings<br/>12/12</div>     | April 1989                                                                                                                | Joined the Company                                                                                                                                                         | 291<br><br>(Number of shares projected to be issued based on the trust-type share-based remuneration: 509) |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | September 2017                                                                                                            | Division General Manager–Industrial Equipment Division–Engineering of the Company                                                                                          |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | July 2018                                                                                                                 | Acting Division General Manager–Automotive Division–Engineering of the Company                                                                                             |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | January 2020                                                                                                              | Division General Manager–Automotive Division–Engineering of the Company                                                                                                    |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | June 2020                                                                                                                 | Operating Officer of the Company                                                                                                                                           |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | June 2022                                                                                                                 | Deputy Group President–Engineering of the Company; concurrently Division General Manager–Automotive Division                                                               |                                                                                                            |
|                                                                                                                                                                                                                                                                                               |                                                                                                                                  | June 2023                                                                                                                 | Director of the Company<br>Group President–Engineering of the Company (to present)                                                                                         |                                                                                                            |
| (Reasons for nomination as candidate for Director)<br>The Company nominates Mr. Shu Obara as a candidate for Director for another term because we believe he is well qualified for the position as he has supervised and managed technological development of the Group.                      |                                                                                                                                  |                                                                                                                           |                                                                                                                                                                            |                                                                                                            |





| No.                                                                                                                                                                                                                                                                                                                          | Name<br>(Date of birth)                                                                                         | Career summary, positions and responsibilities in the Company and significant concurrent positions at other organizations |                                                                                                                                                                          | Number of shares owned                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| 6                                                                                                                                                                                                                                                                                                                            | <div>New election</div><br>Kosei Matsunaga<br>(May 23, 1970)                                                    | April 1994                                                                                                                | Joined SAN-ESU INC. (currently Mitsubishi Shokuhin Co., Ltd.)                                                                                                            | 108<br><br>(Number of shares projected to be issued based on the trust-type share-based remuneration: 0) |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | November 1996                                                                                                             | Joined KAWASUMI LABORATORIES, INC. (currently SB-KAWASUMI LABORATORIES, INC.)                                                                                            |                                                                                                          |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | October 1999                                                                                                              | Joined the Company                                                                                                                                                       |                                                                                                          |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | March 2018                                                                                                                | Senior Vice President of HIROSE ELECTRIC (U.S.A.), INC.                                                                                                                  |                                                                                                          |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | December 2020                                                                                                             | General Manager–Global SCM Department–Sales & Marketing of the Company                                                                                                   |                                                                                                          |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | October 2023                                                                                                              | Deputy Group President–Administration of the Company (responsible for General and Legal Affairs, Human Resources, Public Relations, and Investor Relations) (to present) |                                                                                                          |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | June 2024                                                                                                                 | Operating Officer of the Company (to present)                                                                                                                            |                                                                                                          |
| (Reasons for nomination as candidate for Director)<br>The Company nominates Mr. Kosei Matsunaga as a new candidate for Director because we believe he is well qualified for the position as he has supervised and managed General and Legal Affairs, Human Resources, Public Relations, and Investor Relations of the Group. |                                                                                                                 |                                                                                                                           |                                                                                                                                                                          |                                                                                                          |
| 7                                                                                                                                                                                                                                                                                                                            | <div>Reelection</div><br>Sang-Yeob Lee<br>(July 1, 1961)<br><br>Attendance at Board of Directors meetings 11/12 | January 1984                                                                                                              | Joined Hanwha Corporation/Explosives                                                                                                                                     | 0                                                                                                        |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | March 1989                                                                                                                | Joined HIROSE KOREA CO., LTD.                                                                                                                                            |                                                                                                          |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | July 2007                                                                                                                 | Chairman of WEIHAI HIROSE KOREA ELECTRIC CO., LTD. (to present)                                                                                                          |                                                                                                          |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | August 2007                                                                                                               | Representative Director, the Employee Welfare Fund of HIROSE KOREA CO., LTD. (to present)                                                                                |                                                                                                          |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | June 2010                                                                                                                 | Executive Vice President and Representative Director of HIROSE KOREA CO., LTD.                                                                                           |                                                                                                          |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | November 2011                                                                                                             | President and Representative Director of HIROSE KOREA CO., LTD. (to present)                                                                                             |                                                                                                          |
|                                                                                                                                                                                                                                                                                                                              |                                                                                                                 | June 2018                                                                                                                 | Director of the Company (to present)                                                                                                                                     |                                                                                                          |
| (Significant concurrent positions at other organizations)                                                                                                                                                                                                                                                                    |                                                                                                                 |                                                                                                                           |                                                                                                                                                                          |                                                                                                          |
| President and Representative Director of HIROSE KOREA CO., LTD.                                                                                                                                                                                                                                                              |                                                                                                                 |                                                                                                                           |                                                                                                                                                                          |                                                                                                          |
| (Reasons for nomination as candidate for Director)<br>The Company nominates Mr. Sang-Yeob Lee as a candidate for Director for another term because we believe he is well qualified for the position as he has supervised and managed major subsidiaries of the Group.                                                        |                                                                                                                 |                                                                                                                           |                                                                                                                                                                          |                                                                                                          |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Name<br>(Date of birth)                                                                                                                                                                                                   | Career summary, positions and responsibilities in the Company and significant concurrent positions at other organizations                                                                                                            |                                                 | Number of shares owned |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------|
| 8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <div>Reelection</div> <div>Outside</div> <div>Independent</div> <p>Tetsuji Motonaga<br/>(August 4, 1960)</p> <p>Number of years in office<br/>8 years</p> <p>Attendance at Board of Directors meetings<br/>12/12</p>      | April 1985                                                                                                                                                                                                                           | Joined Nippon Yusen Kabushiki Kaisha (NYK LINE) | 0                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | January 1997                                                                                                                                                                                                              | Joined Boston Consulting Group                                                                                                                                                                                                       |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | September 2001                                                                                                                                                                                                            | Joined Fuji Seal, Inc.                                                                                                                                                                                                               |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | April 2003                                                                                                                                                                                                                | Joined Jomon Associates Inc.                                                                                                                                                                                                         |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | August 2006                                                                                                                                                                                                               | Established Ichthys Co., Ltd.<br>Representative Director of Ichthys Co., Ltd.<br>(to present)                                                                                                                                        |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | April 2015                                                                                                                                                                                                                | Auditor of Keisei Medical Corporation<br>(to present)                                                                                                                                                                                |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | October 2015                                                                                                                                                                                                              | Board Chair of Japan Family Business Institute<br>(to present)                                                                                                                                                                       |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | June 2017                                                                                                                                                                                                                 | Outside Director of the Company<br>(to present)                                                                                                                                                                                      |                                                 |                        |
| (Significant concurrent positions at other organizations)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                           |                                                                                                                                                                                                                                      |                                                 |                        |
| Representative Director of Ichthys Co., Ltd.<br>Auditor of Keisei Medical Corporation<br>Board Chair of Japan Family Business Institute                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |                                                                                                                                                                                                                                      |                                                 |                        |
| (Reasons for nomination as candidate for Outside Director and expected roles)<br>Mr. Tetsuji Motonaga has duly fulfilled his role as Outside Director such as making decisions on important matters for management and supervising the execution of business from an independent, fair and impartial standpoint. In addition, the Company nominates him as a candidate for Outside Director for another term because we expect he will provide appropriate oversight on the management of the Company utilizing his extensive track records and in-depth knowledge as a management consultant. |                                                                                                                                                                                                                           |                                                                                                                                                                                                                                      |                                                 |                        |
| 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <div>Reelection</div> <div>Outside</div> <div>Independent</div> <p>Masanori Nishimatsu<br/>(February 3, 1958)</p> <p>Number of years in office<br/>5 years</p> <p>Attendance at Board of Directors meetings<br/>12/12</p> | April 1980                                                                                                                                                                                                                           | Joined Nomura Securities Co., Ltd.              | 0                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | April 2003                                                                                                                                                                                                                | Director of Nomura Securities Co., Ltd.                                                                                                                                                                                              |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | June 2003                                                                                                                                                                                                                 | Executive Officer of Nomura Securities Co., Ltd.                                                                                                                                                                                     |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | April 2007                                                                                                                                                                                                                | Managing Executive Officer of Nomura Securities Co., Ltd.                                                                                                                                                                            |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | June 2010                                                                                                                                                                                                                 | Director of Nomura Holdings, Inc.                                                                                                                                                                                                    |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | June 2013                                                                                                                                                                                                                 | Director of Nomura Securities Co., Ltd.                                                                                                                                                                                              |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | April 2015                                                                                                                                                                                                                | Representative Director and President of Nomura Land and Building Co., Ltd.<br>Representative Director and President of Nomura China Investment Corporation<br>Representative Director and President of Saitama Kaihatsu Corporation |                                                 |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | June 2020                                                                                                                                                                                                                 | Outside Director of the Company<br>(to present)                                                                                                                                                                                      |                                                 |                        |
| (Reasons for nomination as candidate for Outside Director and expected roles)<br>Mr. Masanori Nishimatsu has duly fulfilled his role as Outside Director such as making decisions on important matters for management and supervising the execution of business from an independent, fair and impartial standpoint. The Company nominates him as a candidate for Outside Director for another term because we expect he will provide appropriate oversight on the management of the Company utilizing his considerable experience and in-depth knowledge as a corporate manager.               |                                                                                                                                                                                                                           |                                                                                                                                                                                                                                      |                                                 |                        |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Name<br>(Date of birth)                                                                                                                                                                | Career summary, positions and responsibilities in the Company and significant concurrent positions at other organizations |                                                                                                     | Number of shares owned |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------|
| 10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Reelection<br>Outside<br>Independent<br><br>Seiji Sakata<br>(September 12, 1958)<br><br>Number of years in office<br>2 years<br><br>Attendance at Board of Directors meetings<br>12/12 | April 1981                                                                                                                | Joined Ricoh Company, Ltd.                                                                          | 0                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                        | April 2010                                                                                                                | Corporate Vice President of Ricoh Company, Ltd.                                                     |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                        | April 2012                                                                                                                | Corporate Senior Vice President of Ricoh Company, Ltd.                                              |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                        | April 2018                                                                                                                | Corporate Executive Vice President of Ricoh Company, Ltd.                                           |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                        | June 2018                                                                                                                 | Director of Ricoh Company, Ltd.                                                                     |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                        | April 2019                                                                                                                | Chief Technology Officer (CTO) of Ricoh Company, Ltd.                                               |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                        | April 2021                                                                                                                | Executive Corporate Officer of Ricoh Company, Ltd.                                                  |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                        | June 2023                                                                                                                 | Outside Director of the Company (to present)                                                        |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                        | March 2024                                                                                                                | Outside Director of MABUCHI MOTOR CO., LTD. (to present)                                            |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                        | August 2024                                                                                                               | Outside Director (Audit and Supervisory Committee Member) of SATORI ELECTRIC CO., LTD. (to present) |                        |
| (Significant concurrent positions at other organizations)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                        |                                                                                                                           |                                                                                                     |                        |
| Outside Director of MABUCHI MOTOR CO., LTD.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                        |                                                                                                                           |                                                                                                     |                        |
| Outside Director (Audit and Supervisory Committee Member) of SATORI ELECTRIC CO., LTD.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                        |                                                                                                                           |                                                                                                     |                        |
| (Reasons for nomination as candidate for Outside Director and expected roles)<br>Mr. Seiji Sakata has duly fulfilled his role as Outside Director such as making decisions on important matters for management and supervising the execution of business from an independent, fair and impartial standpoint. The Company nominates him as a candidate for Outside Director for another term because we expect he will provide appropriate oversight on the management of the Company utilizing his in-depth knowledge and insight on design development and technology and his considerable experience as a corporate manager. |                                                                                                                                                                                        |                                                                                                                           |                                                                                                     |                        |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Name<br>(Date of birth)                                                                                                  | Career summary, positions and responsibilities in the Company and significant concurrent positions at other organizations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Number of shares owned |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <div> <div>New election</div> <div>Outside</div> <div>Independent</div> </div> <p>Yoko Kagami<br/>(November 5, 1959)</p> | <p>April 1986      Joined Arthur Young &amp; Co. (currently Ernst &amp; Young ShinNihon LLC) as Consultant</p> <p>April 2008      Professor of Faculty of Global Media Studies at Komazawa University (to present)</p> <p>April 2015      Dean of Faculty of Global Media Studies at Komazawa University</p> <p>April 2017      Director at Komazawa University</p> <p>April 2021      President at Komazawa University</p> <p>April 2021      Executive Director at Komazawa University</p> <p>December 2024      Member of Japan Association of Corporate Executives (KEIZAI DOYUKAI) (to present)</p> <p>April 2025      Member of the Ministry of Education, Culture, Sports, Science and Technology (MEXT) School Corporation Management Investigation Committee (to present)</p> <p>(Significant concurrent positions at other organizations)</p> <p>Professor of Faculty of Global Media Studies at Komazawa University</p> <p>Member of Japan Association of Corporate Executives (KEIZAI DOYUKAI)</p> <p>Member of the Ministry of Education, Culture, Sports, Science and Technology (MEXT) School Corporation Management Investigation Committee</p> | 0                      |
| <p>(Reasons for nomination as candidate for Outside Director and expected roles)</p> <p>The Company nominates Ms. Yoko Kagami as a new candidate for Outside Director because we expect she will provide appropriate oversight on the management of the Company utilizing her considerable experience overseas and in-depth knowledge regarding global management. Although Ms. Kagami does not have experience of direct involvement in corporate management, the Company has determined that she will appropriately fulfill her duties as Outside Director for the reasons above.</p> |                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                        |

Notes:

1. There is no special interest between the candidates and the Company.
2. Mr. Tetsuji Motonaga, Mr. Masanori Nishimatsu, Mr. Seiji Sakata, and Ms. Yoko Kagami are candidates for Outside Director, and all meet the requirements of the Company's prescribed "Standards for Independence of Outside Directors."
3. The Company has designated Mr. Motonaga, Mr. Nishimatsu, and Mr. Sakata as Independent Officers as stipulated by the Tokyo Stock Exchange and reported them as such to the exchange. If their reelection is approved, the Company intends to continue to designate them as Independent Officers. In addition, if the election of Ms. Kagami is approved, the Company intends to designate her as an Independent Officer and report her as such to the exchange.
4. Mr. Motonaga's term of office as Outside Director will be eight years at the closing of this Ordinary General Meeting of Shareholders.
5. Mr. Nishimatsu's term of office as Outside Director will be five years at the closing of this Ordinary General Meeting of Shareholders.
6. Mr. Sakata's term of office as Outside Director will be two years at the closing of this Ordinary General Meeting of Shareholders.
7. Pursuant to Article 427, paragraph (1) of the Companies Act, the Company has entered into a liability limitation agreement with Mr. Motonaga, Mr. Nishimatsu, and Mr. Sakata, to limit their liability for damages to the effect that if such liability as stipulated in Article 423, paragraph (1) of the Act is not resulting from serious negligence and their duties are conducted in good faith, the limit of the amount for which they are liable under such agreement shall be the sum of the amounts set forth in each item (minimum liability amount) of Article 425, paragraph (1) of the Act. If their reelection is approved, the Company intends to continue the limited liability agreement. If the election of Ms. Kagami is approved, the Company intends to enter the liability limitation agreement with her.

8. The Company has entered into a directors and officers liability insurance policy with an insurance company, and the policy is designed to cover damages that may arise from the insured persons assuming responsibility for the execution of their duties or receiving claims related to the pursuit of such responsibility. However, there are exemptions such as where damage caused by intent or gross negligence is not covered. The eleven candidates will be included as insured persons in the policy. Note that such insurance was renewed with the previous details on March 29, 2025 and the Company plans to renew the policy with the same details on the next renewal date after one year.

**Proposal No. 4 Election of Four (4) Directors Who Are Audit & Supervisory Committee Members**

The term of office of all four (4) Directors who are Audit & Supervisory Committee Members will expire at the close of this Ordinary General Meeting of Shareholders. Therefore, the Company proposes the election of four (4) Directors who are Audit & Supervisory Committee Members.

The Audit and Supervisory Committee has consented to this proposal.

Candidates for the role of Director who is an Audit & Supervisory Committee Member are as follows:

[Reference] List of candidates for Director who are Audit & Supervisory Committee Members

| No. |                                                                                                                   | Name            | Current positions and responsibilities in the Company                |
|-----|-------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------------------|
| 1   | <input type="checkbox"/> New election                                                                             | Satoshi Mori    | General Manager–Presidential Staff Office                            |
| 2   | <input type="checkbox"/> Reelection<br><input type="checkbox"/> Outside<br><input type="checkbox"/> Independent   | Kentaro Miura   | Independent Outside Director<br>Audit & Supervisory Committee Member |
| 3   | <input type="checkbox"/> Reelection<br><input type="checkbox"/> Outside<br><input type="checkbox"/> Independent   | Kenji Takashima | Independent Outside Director<br>Audit & Supervisory Committee Member |
| 4   | <input type="checkbox"/> New election<br><input type="checkbox"/> Outside<br><input type="checkbox"/> Independent | Harumi Ishida   |                                                                      |

There is no special interest between the candidates and the Company.

|                                       |                                                           |
|---------------------------------------|-----------------------------------------------------------|
| <input type="checkbox"/> Reelection   | Candidate for Director to be reelected                    |
| <input type="checkbox"/> New election | Candidate for Director to be newly elected                |
| <input type="checkbox"/> Outside      | Candidate for Outside Director                            |
| <input type="checkbox"/> Independent  | Independent Officer as defined by the securities exchange |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Name<br>(Date of birth)                                                                                                                                                                                 | Career summary, positions and responsibilities in the Company and significant concurrent positions at other organizations |                                                                                                                                                                                                                                | Number of shares owned |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <div>New election</div> Satoshi Mori<br>(March 6, 1964)                                                                                                                                                 | March 1986<br>August 2012<br>May 2014                                                                                     | Joined the Company<br>General Manager–Corporate Innovation Office of the Company<br>General Manager–Presidential Staff Office (to present)                                                                                     | 110                    |
| (Reasons for nomination as candidate for Director who is an Audit & Supervisory Committee Member)<br>The Company nominates Mr. Satoshi Mori as a new candidate for Director who is an Audit & Supervisory Committee Member because we expect he will appropriately monitor the execution of business utilizing his considerable experience in a broad range of areas of the Company.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                         |                                                                                                                           |                                                                                                                                                                                                                                |                        |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <div>Reelection</div> <div>Outside</div> <div>Independent</div> Kentaro Miura<br>(March 22, 1972)<br><br>Number of years in office<br>4 years<br><br>Attendance at Board of Directors meetings<br>12/12 | June 1995<br><br>June 2014<br><br>June 2021                                                                               | Audit & Supervisory Board Member of T.P.S. Laboratory Co., Ltd. (to present)<br>Outside Audit & Supervisory Board Member of the Company<br>Outside Director of the Company (Audit & Supervisory Committee Member) (to present) | 0                      |
| (Reasons for nomination as candidate for Outside Director who is an Audit & Supervisory Committee Member and expected roles)<br>As an Outside Director, Mr. Kentaro Miura has been involved in the decision making of the Board of Directors and provided supervision of such processes from an independent, fair and impartial standpoint. In addition, the Company nominates him as a candidate for Outside Director who is an Audit & Supervisory Committee Member for another term because we expect he will appropriately monitor the execution of business by utilizing his extensive track records and in-depth knowledge as a management consultant. Although Mr. Miura does not have experience of direct involvement in corporate management, the Company has determined that he will appropriately fulfill his duties as Outside Director for the reasons above. |                                                                                                                                                                                                         |                                                                                                                           |                                                                                                                                                                                                                                |                        |

| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Career summary, positions and responsibilities in the Company and significant concurrent positions at other organizations |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Number of shares owned |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 3   | <div>Reelection</div> <div>Outside</div> <div>Independent</div> <p>Kenji Takashima<br/>(December 1, 1963)</p> <p>Number of years in office<br/>2 years</p> <p>Attendance at Board of Directors meetings<br/>12/12</p>                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>April 1987</p> <p>October 1992</p> <p>September 2000</p> <p>June 2023</p>                                              | <p>Joined Aoyama Audit Corporation (currently PricewaterhouseCoopers Japan LLC)</p> <p>Established K.TAKASHIMA Certified Public Accountants Office</p> <p>President of K.TAKASHIMA Certified Public Accountants Office (to present)</p> <p>Established Naka Meguro Net Kaikei LLC</p> <p>Representative Director of Naka Meguro Net Kaikei LLC (to present)</p> <p>Outside Director of the Company (Audit &amp; Supervisory Committee Member) (to present)</p> <p>(Significant concurrent positions at other organizations)</p> <p>President of K.TAKASHIMA Certified Public Accountants Office</p> <p>Representative Director of Naka Meguro Net Kaikei LLC</p> | 0                      |
|     | <p>(Reasons for nomination as candidate for Outside Director who is an Audit &amp; Supervisory Committee Member and expected roles)</p> <p>The Company nominates Mr. Kenji Takashima for another term as a Director who is an Audit &amp; Supervisory Committee Member because we expect he will appropriately monitor the execution of business by utilizing his expert knowledge and experience as a certified public accountant. Although Mr. Takashima does not have experience of direct involvement in corporate management, the Company has determined that he will appropriately fulfill his duties as Outside Director for the reasons above.</p> |                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                        |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                        |



| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Name<br>(Date of birth)                                                                                                  | Career summary, positions and responsibilities in the Company and significant concurrent positions at other organizations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Number of shares owned |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <div> <div>New election</div> <div>Outside</div> <div>Independent</div> </div> <p>Harumi Ishida<br/>(August 6, 1962)</p> | <p>April 1988      Joined Aoyama Audit Corporation (currently PricewaterhouseCoopers Japan LLC)</p> <p>April 2013      Member of The Commission on Policy Evaluation and Evaluation of Incorporated Administrative Agencies, Ministry of Internal Affairs and Communications</p> <p>April 2017      Professor of Department of Business Administration, Faculty of Business Administration, at Bunkyo University (to present)</p> <p>April 2021      Audit Committee Member in Fujisawa City (part-time)</p> <p>May 2022      Chair of National Diet Library Oversight Committee on Contracts, Etc. (to present)</p> <p>August 2024      Chair of Supervisory Commission for Public-Private and Private-Private Competitive Tenderings at Ministry of Internal Affairs and Communications (to present)</p> <p>(Significant concurrent positions at other organizations)</p> <p>Professor of Department of Business Administration, Faculty of Business Administration, at Bunkyo University</p> <p>Chair of National Diet Library Oversight Committee on Contracts, Etc.</p> <p>Chair of Supervisory Commission for Public-Private and Private-Private Competitive Tenderings at Ministry of Internal Affairs and Communications</p> | 0                      |
| <p>(Reasons for nomination as candidate for Outside Director who is an Audit &amp; Supervisory Committee Member and expected roles)</p> <p>The Company nominates Ms. Harumi Ishida as a new candidate for a Director who is an Audit &amp; Supervisory Committee Member because we expect she will appropriately monitor the execution of business by utilizing her expert knowledge and experience as a certified public accountant. Although Ms. Ishida does not have experience of direct involvement in corporate management, the Company has determined that she will appropriately fulfill her duties as Outside Director for the reasons above.</p> |                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                        |

Notes:

1. There is no special interest between the candidates and the Company.
2. Mr. Kentaro Miura, Mr. Kenji Takashima, and Ms. Harumi Ishida are candidates for Outside Director, and meet the requirements of the Company's prescribed "Standards for Independence of Outside Directors."
3. The Company has registered Mr. Miura and Mr. Takashima with the Tokyo Stock Exchange as Independent Officers as defined by the securities exchange, and if their reelection is approved, the Company intends to continue to designate them as Independent Officers. Also, if Ms. Ishida assumes office as an Outside Director, the Company plans to register her with the Tokyo Stock Exchange as an Independent Officer as defined by the securities exchange.
4. Mr. Miura's term of office as Outside Director (Audit & Supervisory Committee Member) will be four years at the closing of this General Meeting of Shareholders.
5. Mr. Takashima's term of office as Outside Director (Audit & Supervisory Committee Member) will be two years at the closing of this General Meeting of Shareholders.
6. Pursuant to Article 427, paragraph (1) of the Companies Act, the Company has entered into a liability limitation agreement with Mr. Miura and Mr. Takashima to limit their liability for damages to the effect that if such liability as stipulated in Article 423, paragraph (1) of the Act is not resulting from serious negligence and their duties are conducted in good faith, the limit of the amount for which they are liable under such agreement shall be the sum of the amounts set forth in each item (minimum liability amount) of Article 425, paragraph (1) of the Act. If their reelection is approved, the Company intends to continue the liability limitation agreement. In addition, if the election of Ms. Ishida is approved, the Company intends to enter the liability limitation agreement with her.

7. The Company has entered into a directors and officers liability insurance policy with an insurance company, and the policy is designed to cover damages that may arise from the insured persons assuming responsibility for the execution of their duties or receiving claims related to the pursuit of such responsibility. The four candidates will be included as insured persons in the policy. However, there are exemptions such as where damage caused by intent or gross negligence is not covered. Note that such insurance was renewed with the previous details on March 29, 2025 and the Company plans to renew the policy with the same details on the next renewal date after one year.

(Reference) Standards for Independence of Outside Directors

The Company selects Independent Outside Directors who satisfy the requirements of Independent Officer as stipulated by financial instruments exchanges and possess track records and relevant knowledge in their respective fields. More specifically, if an Outside Director does not fall under any of the following cases, the Outside Director is determined as having independence.

- In the case where the Outside Director is currently serving, or has once served during the past ten years, as an executive of the Company or any of its subsidiaries
- In the case where the Outside Director is currently serving as an executive of a company with which the Group engages in transactions, and the amount of the transactions exceeds 2% of consolidated net sales of any fiscal year among the last three fiscal years
- In the case where the Outside Director receives, as a legal or accounting expert or consultant, remuneration (excluding remuneration paid as a Director of the Company and remuneration paid to the organization or firm to which the Outside Director belongs) exceeding the average annual amount of ¥10 million directly from the Company during the last three fiscal years
- In the case where the Outside Director belongs to an organization such as a corporation (which includes law firm, audit corporation, tax accountant corporation and consulting firm) or association, and remuneration received from the Company exceeds the higher of either 2% or more of the average annual amount of gross sales of the said organization in the last three fiscal years or ¥100 million or more
- In the case where the Outside Director is currently an employee, etc., of an audit corporation that is the Accounting Auditor of the Company or any of its subsidiaries
- In the case where the Outside Director has once engaged in auditing operations for the Company or any of its subsidiaries as an employee, etc., of an audit corporation that is the Accounting Auditor of the Company or any of its subsidiaries during the last three years
- In the case where a relative within the second degree of consanguinity of the Outside Director is currently serving, or has once served in the past, as an executive of the Company or any of its subsidiaries

Note: For the purpose of this standard, executives refer to any and all Directors (excluding Outside Directors and Directors who are Audit & Supervisory Committee Members), Operating Officers and General Manager or above.

(Reference) Skill Matrix of Directors after this Ordinary General Meeting of Shareholders

Skills that Directors of the Company should have

The Company takes into account the balance and diversity of knowledge, experience, and abilities of the Board of Directors as a whole in the nomination of candidates for Director. As a result, the Company makes use of the knowledge, management experience, and expertise of Outside Directors from other companies, and the expertise of other Directors in their areas of responsibility, as well as their multifaceted perspectives based on their various backgrounds in its management decisions.

As a specialized manufacturer of connectors, the Company is constantly pursuing cutting-edge technologies and aiming for growth through further globalization. The Company recognizes that the Board of Directors should be equipped with skills in Corporate Management, Global Management, Technological Development/Manufacturing/Quality, Sales/Marketing, Finance/Accounting, Legal/Compliance/Risk, Organization/Human Resources Management, and Sustainability (ESG).

We will continue to review the required skills according to the nature of our business and changes in the business environment.

| Name                |              | Corporate Management | Global Management | Technological Development/ Manufacturing/Quality | Sales/ Marketing | Finance/ Accounting | Legal/ Compliance/ Risk | Organization/ Human Resources Management | Sustainability (ESG) |
|---------------------|--------------|----------------------|-------------------|--------------------------------------------------|------------------|---------------------|-------------------------|------------------------------------------|----------------------|
| Kazunori Ishii      | Reelection   | ●                    | ●                 | ●                                                | ●                |                     | ●                       | ●                                        | ●                    |
| Shin Kamagata       | Reelection   | ●                    |                   |                                                  |                  | ●                   | ●                       | ●                                        | ●                    |
| Shu Obara           | Reelection   |                      | ●                 | ●                                                |                  |                     |                         |                                          |                      |
| Hiroshi Satoh       | Reelection   |                      | ●                 |                                                  | ●                |                     |                         |                                          |                      |
| Yoshihiro Gunji     | Reelection   |                      | ●                 | ●                                                |                  |                     |                         |                                          | ●                    |
| Kosei Matsunaga     | New election |                      | ●                 |                                                  | ●                |                     | ●                       | ●                                        | ●                    |
| Sang-Yeob Lee       | Reelection   | ●                    |                   | ●                                                | ●                |                     | ●                       | ●                                        | ●                    |
| Tetsuji Motonaga    | Reelection   | ●                    | ●                 |                                                  | ●                |                     |                         | ●                                        |                      |
| Masanori Nishimatsu | Reelection   | ●                    | ●                 |                                                  | ●                | ●                   |                         | ●                                        |                      |
| Seiji Sakata        | Reelection   | ●                    |                   | ●                                                | ●                |                     |                         | ●                                        |                      |
| Yoko Kagami         | New election | ●                    | ●                 |                                                  |                  |                     |                         | ●                                        |                      |
| Satoshi Mori        | New election |                      |                   | ●                                                |                  |                     | ●                       | ●                                        |                      |
| Kentaro Miura       | Reelection   |                      |                   | ●                                                |                  | ●                   | ●                       | ●                                        | ●                    |
| Kenji Takashima     | Reelection   | ●                    |                   |                                                  |                  | ●                   |                         |                                          |                      |
| Harumi Ishida       | New election | ●                    |                   |                                                  |                  | ●                   |                         |                                          |                      |