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Securities code: 7220

June 4, 2025

Dear shareholders:

Hiroshi Otsuka
Representative Director and President
Musashi Seimitsu Industry Co., Ltd.
39-5 Daizen, Ueta-cho, Toyohashi-shi, Aichi

Notice of Convocation of the 98th Annual Meeting of Shareholders

You are cordially invited to attend the 98th Annual Meeting of Shareholders of Musashi Seimitsu Industry Co., Ltd. (the “Company”). The Securities Report is scheduled to be released on June 20 (Fri.) prior to the Meeting of Shareholders, so please refer to it as well.

In convening this Annual Meeting of Shareholders, for the information contained in the Reference Documents for the Annual Meeting of Shareholders (items for which the measures for providing information in electronic format are to be taken), we have taken measures for providing information in electronic format, and the information is provided online on the following websites.

<Musashi Seimitsu Industry Co., Ltd. Website>

https://www.musashi.co.jp/ir/library/shareholder_materials/

<Tokyo Stock Exchange Website>

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

(Access the Tokyo Stock Exchange Website, enter and search for the “issue name (company name)” “Musashi Seimitsu Industry” or the Company’s security code “7220” in “Code,” and select “Basic information” and then “Documents for public inspection/PR information” to view the information provided.)

If you are unable to attend the meeting, you can exercise your voting rights in writing or via the Internet, etc. Please review the Reference Documents for the Annual Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on Wednesday, June 25, 2025.

Meeting Details

- 1. Date and Time:** Thursday, June 26, 2025 at 10:00 a.m. (Reception will open at 9:00 a.m.; Japan Standard Time)
- 2. Venue:** Conference Room of the Company’s Head Office
39-5 Daizen, Ueta-cho, Toyohashi-shi, Aichi
- 3. Purposes:**
Items to be reported:
 1. Business Report and Consolidated Financial Statements, as well as the audit reports of the Financial Auditor and the Audit and Supervisory Committee for Consolidated Financial Statements, for the 98th fiscal term (from April 1, 2024 to March 31, 2025)
 2. Non-consolidated Financial Statements for the 98th fiscal term (from April 1, 2024 to March 31, 2025)

Items to be resolved:

- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of Eight (8) Directors (Excluding Directors Serving as Audit and Supervisory Committee Members)
- Proposal 3:** Election of Two (2) Directors Serving as Audit and Supervisory Committee Members
- Proposal 4:** Election of One (1) Substitute Director Serving as Audit and Supervisory Committee Member

Information for Our Shareholders

- Please use our shuttle bus service (departing at 9:15 a.m. and 9:30 a.m.) from the West Exit of the Toyohashi Station served by JR Tokaido Shinkansen and JR Tokaido Main Line.
- Souvenirs will be provided to shareholders who attend in person. (Each attending shareholder will receive one souvenir, regardless of the number of voting rights held.)
- We will be exhibiting our products at the venue of this Annual Meeting of Shareholders. This will be a rare opportunity for you to see our latest product lineup.

- If any changes have been made to the items for which the measures for providing information in electronic format are to be taken, such changes will be posted on the Company's website and the TSE website.
- The Company will provide notification on its website if it makes substantial operational changes with respect to the Annual Meeting of Shareholders due to developments going forward.

The Company's website: (<https://www.musashi.co.jp>)

Instructions for Exercising Voting Rights, etc.

Voting right at the annual meeting of shareholders is an important right of shareholders.
Please exercise your voting rights.

There are three methods exercising your voting rights.

1. Exercising Voting Rights in writing

Complete the enclosed Voting Rights Exercise Form by indicating your approval or disapproval of the proposals and return it early.

Votes to be received by:

Wednesday, June 25, 2025 at 5:00 p.m.

2. Exercising Voting Rights via the Internet

Access the voting rights exercise website from a PC or a smartphone. If you are using a smartphone, you can exercise your voting rights directly with the QR code. Please see the next page for details.

Votes to be given by:

Wednesday, June 25, 2025 at 5:00 p.m.

3. Attending the Annual Meeting of Shareholders

Present the Voting Rights Exercise Form to the receptionist at the meeting.

Date and Time:

Thursday, June 26, 2025 at 10:00 a.m.

Venue:

Conference Room of the Company's Head Office
39-5 Daizen, Ueta-cho, Toyohashi-shi, Aichi

Handling of Multiple Exercises of Voting Rights

- 1) If you exercise your voting rights twice, in writing and via the Internet, we will treat those via the Internet as valid.
 - 2) If you exercise your voting rights more than once via the Internet, we will treat the last vote as valid.
- * The costs incurred for accessing the site for exercising voting rights (such as Internet connection fees) will be borne by the shareholders.
 - * Depending on the Internet use environment of the shareholders, it may not be available.
 - * QR code is a registered trademark of DENSO WAVE Inc.

Exercising Voting Rights via the Internet

Voting by a smartphone

1. By scanning the QR code located on the bottom right of the Voting Rights Exercise Form, you can simply exercise your voting rights.
2. Please follow the directions that appear on the screen to input approval or disapproval to each proposal.

Note: If you need to change your votes after exercising your voting rights, please log in the Website for Exercising Voting Rights for a PC by using your Login ID and Password provided on the Voting Rights Exercise Form and exercise your voting rights again.

* Please note that it is not possible to complete this procedure via some mobile phones (feature phones, etc.).

Voting by a PC

1. Please access the Website, <https://www.net-vote.com/> for Exercising Voting Rights.
2. You see the Top screen.
3. Then at the Login Screen, please enter the Login ID and Password provided on the Voting Rights Exercise Form, and choose the “Login” button.

Information for electronic voting platform

Institutional investors who have already applied to use of the electronic voting platform operated by ICJ Inc., may also use this platform to exercise their voting rights, in addition to internet platforms listed above.

Inquiries for System, etc.

IR Japan Inc., Transfer Agency Services Department

Helpline: 0120-975-960

Reception: 9:00 a.m. - 5:00 p.m. (excluding Saturdays, Sundays and public holidays)

Reference Documents for the Annual Meeting of Shareholders

Proposal 1: Appropriation of Surplus

Alongside the enhancement of corporate value through business growth, we recognize the return of profits to all shareholders to be a key management issue. Our basic policy on returning profits to shareholders is to secure enough capital for medium- and long-term business growth and make every effort to ensure a sound financial position while continuing to pay stable dividends in line with earnings growth.

In light of this basic policy, for the appropriation of surplus for the 98th fiscal term, the Company proposes the following.

Matters relating to year-end dividends

Type of dividend property

Cash

Dividend amount to be allocated

Per share of common stock: ¥ 25

Total dividends: ¥ 1,638,023,400

Effective date of dividends of surplus

June 27, 2025

Proposal 2: Election of Eight (8) Directors (Excluding Directors Serving as Audit and Supervisory Committee Members)

The terms of office of eight (8) Directors (excluding Directors serving as Audit and Supervisory Committee Members; the same is applied throughout this proposal) shall expire upon the conclusion of this Annual Meeting of Shareholders.

Therefore, the Company proposes the election eight (8) Directors.

As for this proposal, the Audit and Supervisory Committee has judged that all the candidates for Director are qualified.

The candidates for Director are as follows:

No.	Name (Date of birth)	Career summary, positions and areas of responsibility in the Company, and significant concurrent positions	Number of the Company's shares held
1	<p>Hiroshi Otsuka (Jul. 6, 1965)</p> <p>Reappointment</p> <p>Number of Board of Directors' meetings attended during the fiscal year under review 9/9</p> <p>Number of years since appointment as a director 24 years (at the conclusion of this meeting)</p>	<p>Jul. 1993 Entered the Company</p> <p>Apr.1997 President and Director of TAP Manufacturing Ltd. (currently Musashi Auto Parts UK Ltd.)</p> <p>Feb. 2000 President and Director of Musashi Hungary Manufacturing, Ltd.</p> <p>Jun. 2001 Director of the Company</p> <p>May 2002 Senior General Manager of Sales Division of the Company</p> <p>Jun. 2004 Managing Director of the Company</p> <p>Jun. 2005 Senior General Manager of Sales and Management Divisions of the Company</p> <p>Jun. 2005 Senior Managing Director of the Company</p> <p>May 2006 Representative Director and President of the Company (present post)</p> <p>Apr. 2015 President Executive Officer of the Company</p> <p>Apr. 2019 Chief Executive Officer of the Company(present post)</p> <p>Reasons for nomination as a candidate for Director</p> <p>Mr. Hiroshi Otsuka, who was appointed Representative Director and President in May 2006, has supervised the entire group with a wealth of experience and broad insight. Holding future vision for the group, he has shown strong leadership through developing policy and long-term strategy and furthermore implementing innovative strategies such as creation of a new business utilizing AI technology. Given his long-term excellent management performance, we determined him a right person to enhance corporate value and nominated him as a candidate for Director.</p>	1,505,900

2	Tracey Sivill (Dec. 2, 1963) Reappointment Number of Board of Directors' meetings attended during the fiscal year under review 9/9 Number of years since appointment as a director 8 years (at the conclusion of this meeting)	Dec. 1997	Entered Musashi Auto Parts Canada Inc.	0
		Oct. 2013	Executive Officer (present post), Compliance Officer and Senior Manager of Accounting, Purchasing, IT, HR, Production Control of Musashi Auto Parts Canada Inc.	
		Nov. 2013	Director of Musashi Auto Parts Canada Inc. (present post)	
		Apr. 2015	Executive Office of the Company	
		Apr. 2016	In charge of Global IT Strategy of the Company (present post)	
		Apr. 2017	Senior Executive Officer of the Company	
		Apr. 2017	Head of Finance and Accounting Division of the Company	
		June. 2017	Director of the Company	
		Apr. 2018	Managing Executive Officer of the Company	
		Apr. 2018	CFO of Group of the Company(present post)	
		Apr. 2022	Senior Managing Executive Officer of the Company	
		Apr. 2022	Representative Director of the Company	
		Apr. 2024	CHO of Group of the Company(present post)	
		Apr. 2025	Representative Director and Vice President of the Company (present post)	
		Reasons for nomination as a candidate for Director		
	Ms. Tracey Sivill has extensive experience and insight in finance and accounting and IT divisions. She has been responsible for the finance and accounting, IT and human resources divisions in the Group company, and has a track record of promoting efficiency of the Group's management and operations. The Company has determined, in view of her superior management ability cultivated through ample experience in overseas subsidiary, that she is necessary to improve the future corporate value of the Group, and nominated her once again as a candidate for its Director.			

3	<div>Kenji Morisaki (Nov. 21, 1966)</div> <div>Reappointment</div> <div>Number of Board of Directors' meetings attended during the fiscal year under review 9/9</div> <div>Number of years since appointment as a director 3 years (at the conclusion of this meeting)</div>	Apr. 1985	Entered the Kyushu Musashi Seimitsu Co., Ltd.	26,000
		Apr. 2001	Musashi Auto Parts Co.,Ltd.	
		Apr. 2007	Senior Administrator of overseas operation Dept. of Kyushu Musashi Seimitsu Co., Ltd.	
		Jan. 2009	Senior Administrator of improvement project of Kyushu Musashi Seimitsu Co., Ltd.	
		Apr. 2009	Manager of Manufacturing Dept. II of Kyushu Musashi Seimitsu Co., Ltd.	
		Apr. 2012	Vice President of Musashi Auto Parts India Pvt. Ltd.	
		Apr. 2016	Entered the Company Executive Officer and Head of Production and Machinery & Tools	
		Apr. 2017	Risk Management Officer of the Company (present post)	
		Apr. 2018	Senior Executive Officer of the Company	
		Apr. 2018	CEO of Japan region of the Company	
		Apr. 2018	Head of Manufacturing technology	
		Jun. 2020	Managing Executive Officer of the Company	
		Apr. 2022	Senior Managing Executive Officer of the Company	
		Apr. 2022	CEO of Manufacturing of the Company	
		Apr. 2022	Director of the Company	
		Apr. 2024	Representative Director of the Company	
		Apr. 2024	COO of Group of the Company(present post)	
		Apr. 2025	Representative Director and Vice President of the Company (present post)	
		Reasons for nomination as a candidate for Director		
	Mr. Kenji Morisaki has extensive experience and insight particularly in the Company's manufacturing realm. He also has a track record of promoting efficiency of the Group's management and operations, in part by taking responsibility for production divisions and the Japanese region. The Company has determined, in view of his superior management ability cultivated through his extensive experience in the realm of manufacturing, that he is necessary to improve the future corporate value of the Group, and nominated him once again as a candidate for its Director.			

4	Yoshie Munakata (Jun. 20, 1958) Reappointment Number of Board of Directors' meetings attended during the fiscal year under review 9/9 Number of years since appointment as a director 7 years (at the conclusion of this meeting)	Apr. 1981	Entered Dai Nippon Printing Co., Ltd.	18,100
		Dec. 1983	Entered Intel Japan K.K. (currently Intel K.K.)	
		Feb. 1999	Manager, Communication Product Business Headquarters of Intel K.K.	
		Apr. 2001	Executive secretary in charge of corporate planning/government relation of Intel K.K.	
		Apr. 2002	Manager, Business Development Headquarters of Intel K.K.	
		Apr. 2009	Director and executive deputy president of Intel K.K.	
		Apr. 2016	Advisor of Intel K.K.	
		Oct. 2016	Established B.Grove Inc., Representative Director of B.Grove Inc., (present post)	
		Jun. 2017	Outside Director of SoftBank Technology Corp.(currently SB Technology Corp.)	
		Jun. 2018	Outside Director of the Company (present post)	
		Nov 2022	Chairman of the Board of Directors of the Company (present post)	
		(Significant concurrent positions) Representative Director of B.Grove Inc.		
		Reasons for nomination as a candidate for Director Mr. Yoshie Munakata has extensive experience cultivated in the management at a global company in the data telecommunications technology industry. Based on such experience and knowledge, he has led the Board of Directors as the Chairperson of the Board of Directors of the Company and has also provided appropriate advice on the Company's management as an Outside Director.		
5	Goro Kamino (Aug. 29, 1960) Reappointment Number of Board of Directors' meetings attended during the fiscal year under review 9/9 Number of years since appointment as a director 13 years (at the conclusion of this meeting)	Aug. 2000	Representative Director and President of Gastec Service, Inc. (currently Sala Energy Co., Ltd.)	43,700
		May 2002	Representative Director and President of Sala Corporation	
		Mar. 2012	Representative Director and President of Chubu Gas Co., Ltd. (currently Sala Energy Co., Ltd.)	
		Jun. 2012	Outside Director of the Company (present post)	
		Feb. 2018	Chairman and Representative Director of Gastec Service, Inc. (currently Sala Energy Co., Ltd.)	
		Feb. 2018	Chairman and Representative Director of Chubu Gas Co., Ltd. (currently Sala Energy Co., Ltd.) (present post)	
		Feb. 2020	Representative Director, President and Group CEO of Sala Corporation (present post)	
		(Significant concurrent positions) Representative Director and President of Sala Corporation Chairman and Representative Director of Sala Energy Co., Ltd.		
		Reasons for nomination as a candidate for Director Mr. Goro Kamino has provided appropriate advice on the Company's management as its Outside Director based on his extensive experience and a high level of knowledge as a corporate manager of listed companies. The Company believes that he will continue to supervise the Company's management based on his experience and knowledge, and requests his election as Outside Director.		

6	<p>Hari N. Nair (Jan. 1, 1960)</p> <p>Reappointment</p> <p>Number of Board of Directors' meetings attended during the fiscal year under review 9/9</p> <p>Number of years since appointment as a director 8 years (at the conclusion of this meeting)</p>	<p>Aug. 1985 Entered General Motors Corporation</p> <p>Mar. 1987 Entered Tenneco Automotive. (currently Tenneco Inc.)</p> <p>Aug. 1997 Same as above Vice President and Managing Director, Asia</p> <p>Aug. 1999 Same as above Vice President, Managing Director, South America and Asia</p> <p>Apr. 2000 Same as above Senior Vice President, Managing Director, International</p> <p>May. 2001 Same as above Executive Vice President, Managing Director, Europe</p> <p>Jun. 2005 Same as above Executive Vice President, Managing Director, Europe, South America and India</p> <p>Apr. 2009 Same as above Appointed to Board of Directors</p> <p>May. 2010 Same as above Chief Operating Officer</p> <p>Jul. 2013 Outside Director of Owens-Illinois Inc. (currently O-I GLASS Inc.) (present post)</p> <p>Jun. 2017 Outside Director of the Company (present post)</p> <p>Dec. 2017 Outside Director of Delphi Technologies PLC</p> <p>Feb. 2018 Chairman of the Board of Sintercom India. (present post)</p> <p>Jul. 2019 Outside Director of REE Automotive LTD</p> <p>Nov 2022 Outside Director of Tenneco Inc. (present post)</p>	0
		(Significant concurrent positions) Outside Directors of O-I GLASS Inc., Chairman of the Board of Sintercom India., Outside Director of Tenneco Inc.	
		Reasons for nomination as a candidate for Director	
		Mr. Hari Nair has provided appropriate advice on the Company's management as its Outside Director based on his extensive experience and a high level of knowledge based on 35 years of combined corporate Board experience with several public companies across multiple regions and his previous senior management roles in Overseas Automotive parts Companies, including as COO and interim CEO. The Company believes that he will continue to supervise the Company's management based on his experience and knowledge, and requests his election as Outside Director.	
7	<p>Keisuke Tomimatsu (May 2, 1974)</p> <p>Reappointment</p> <p>Number of Board of Directors' meetings attended during the fiscal year under review 9/9</p> <p>Number of years since appointment as a director 10 years (at the conclusion of this meeting)</p>	<p>Apr. 1997 Entered SBC Warburg Japan Ltd. (currently UBS Securities Japan Co., Ltd.)</p> <p>Dec. 2001 Entered UBS Securities Japan Co., Ltd.</p> <p>Mar. 2006 General Manager/Executive Director, Financial Products Equities Dept. of UBS Securities Japan Co., Ltd.</p> <p>Aug. 2008 Managing Director, Equities Dept. of Credit Suisse Securities (Japan) limited.</p> <p>Nov. 2009 Executive Director, Equities Dept. of Morgan Stanley Japan Securities (currently Morgan Stanley MUFG Securities Co., Ltd.)</p> <p>Jun. 2013 Audit & Supervisory Board Member of the Company</p> <p>Jun. 2014 Outside Director of IR Japan Inc.</p> <p>Feb. 2015 Outside Director of IR Japan Holdings, Ltd.</p> <p>Jun. 2015 Outside Director serving as an Audit and Supervisory Committee Member of the Company</p> <p>Jun. 2017 Outside Director of the Company (present post)</p>	112,900
		Reasons for nomination as a candidate for Director	

		Mr. Keisuke Tomimatsu has extensive experience at various companies such as securities industry and AI industry as well as considerable financial and accounting knowledge. Based on such experience and knowledge, he has provided appropriate advice on the Company's management. The Company believes that he will supervise the Company's management based on his experience and knowledge, and requests his election as Outside Director.	
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8	Emi Onozuka (May 28, 1974)	Apr. 1998	Entered Morgan Bank. (currently JP Morgan Bank)	9,200
		Feb. 2000	Entered Goldman Sachs Asset Management Co., Ltd.	
		Apr. 2011	Same as above COO of Asia Pacific management Division (traditional assets)	
		Sep. 2016	Same as above chief of the stewardship promotion	
		Apr. 2017	Same as above manager of the stewardship promotion	
		Apr. 2020	Entered Japan Catalyst, Inc.	
	Reappointment	May. 2020	Same as above Executive Vice President COO	
		May. 2022	Director, President and CEO of Eminent Group Inc. (present post)	
	Number of Board of Directors' meetings attended during the fiscal year under review 9/9	May. 2022	Representative Director of Future Creation Initiative through Science and Finance(present post)	
		Jun. 2022	Director of the Company (present post)	
		Jun. 2023	Outside Director of Daiwa Asset Management Co.Ltd. (present post)	
	Number of years since appointment as a director 3 years (at the conclusion of this meeting)	Jun. 2024	Outside Director of PRONEXUS INC. (present post)	
		(Significant concurrent positions) Director, President and CEO of Eminent Group Inc., Representative Director of general Incorporated Association Initiative for Creating the Future through Science and Finance, Outside Director of Daiwa Asset Management Co.Ltd., Outside Director of PRONEXUS INC.		
		Reasons for nomination as a candidate for Director		
Ms. Emi Onozuka has extensive experience over more than 20 years in a variety of positions at investment management firms and in the management of investment advisory firms as well as global knowledge and experience, including expertise in ESG. Based on such experience and knowledge. The Company believes that she will supervise the Company's management based on her experience and knowledge, and requests her election once again as Outside Director.				

- Notes:
1. There are no special interests between the Company and the candidates.
 2. Mr. Yoshie Munakata, Mr. Goro Kamino, Mr. Hari N. Nair, Mr. Keisuke Tomimatsu, and Ms. Emi Onozuka are candidates for Outside Director.
 3. The Company, with respect to liability under Article 423, paragraph 1 of the Companies Act, entered into an agreement with Mr. Yoshie Munakata, Mr. Goro Kamino, Mr. Hari N. Nair, Mr. Keisuke Tomimatsu, and Ms. Emi Onozuka limiting the total amount of the liability to the amount stipulated in Article 425, paragraph 1 of the same Act. Should their election be approved, the Company plans to continue the aforementioned agreements limiting liability.
 4. The Company has entered into a liability insurance contract with an insurance company for directors and officers, etc., as stipulated in Article 430-3, Paragraph 1 of the Companies Act, covering the insured persons including directors of the Company. The insurance policy will cover damages arising from the assumption of responsibility by the directors and officers, etc. for the performance of their duties or from the receipt of claims related to the pursuit of such responsibility. If each candidate is elected and assumes office as a director, he or she will be insured under the relevant insurance policy. The said insurance policy is scheduled to be renewed with the same contents at the next renewal.
 5. The Company registered Mr. Yoshie Munakata, Mr. Goro Kamino, Mr. Hari N. Nair, Mr. Keisuke Tomimatsu, and Ms. Emi Onozuka as independent officers with the Tokyo Stock Exchange and the Nagoya Stock Exchange, pursuant to the guidelines thereof. Should their election be approved, the Company would continue his service as Independent Officer. Although the Company has transactions etc. with Sala Corporation and Sala Energy Co., Ltd. in which Mr. Goro Kamino serves concurrently. However, the average annual transaction amount of the last three fiscal years relating

thereto accounts for less than 2% of the average sales of both the Company and them over that period, and the annual transaction amount relating thereto accounts for less than 1% of sales of both the Company and them, we believe that there would be no conflicts of interest with general shareholders.

Proposal 3: Election of Two(2) Directors Serving as Audit and Supervisory Committee Members

The terms of office of Two (2) of the three (3) Directors serving as Audit and Supervisory Committee Members shall expire upon the conclusion of this Annual Meeting of Shareholders (Ms. Michi Miyasawa and Ms. Makiko Yamamoto).

Therefore, considering the composition of the Board of Directors as a whole, we request the election of Two (2) Directors serving as Audit and Supervisory Committee Members. This proposal has been submitted with prior consent by the Audit and Supervisory Committee.

The candidates for Director serving as Audit and Supervisory Committee Members are as follows:

No.	Name (Date of birth)	Career summary, positions and areas of responsibility in the Company, and significant concurrent positions		Number of the Company's shares held
1	<p>Makiko Yamamoto (May 29, 1971)</p> <p>Reappointment</p> <p>Number of years since appointment as a director 6 years (at the conclusion of this meeting)</p> <p>Number of Board of Directors' meetings attended during the fiscal year under review 9/9</p> <p>Number of Audit and Supervisory Committee attended during the fiscal year under review 11/11</p>	<p>Jul. 1995 Entered TMI Associates</p> <p>Apr. 1999 Legal Training and Research Institute of the Supreme Court of Japan</p> <p>Oct. 2000 Registered Tokyo Bar Association</p> <p>Sep. 2005 Simmons & Simmons (London)</p> <p>Sep. 2006 TMI Associates</p> <p>Feb. 2012 Registered British Lawyer Solicitor</p> <p>Jun. 2012 Simmons & Simmons (London)</p> <p>Sep. 2014 TMI Associates</p> <p>Jun. 2016 Outside Corporate Auditor of Starzen Co, Ltd</p> <p>Jun. 2018 Outside Director of SIGMAXYZ Inc. (currently SIGMAXYZ Holdings) (present post)</p> <p>Jun. 2019 Outside Director Serving as Audit and Supervisory Committee Members of the Company (present post)</p> <p>Feb. 2020 Registered Fukuoka Bar Association</p> <p>Feb. 2020 Partner of TMI Partners, Representative of Fukuoka Office (present post)</p> <p>Mar. 2020 Outside Director of ASICS Corporation</p> <p>Sep. 2021 Outside Audit & Supervisory Board Member of SUSMED, Inc</p> <p>Sept. 2024 Outside Director of SUSMED, Inc (Audit and Supervisory Committee Member) (present post)</p>	<p>(Significant concurrent positions)</p> <p>Attorney at law (TMI Partners Legal Professional Corporation)</p> <p>Outside Director of SIGMAXYZ Holdings Inc. , Outside Director of SUSMED, Inc (Audit and Supervisory Committee Member)</p> <p>Reasons for nomination as a candidate for Director</p> <p>Ms. Makiko Yamamoto is qualified as an attorney at law, in which area she has extensive experience, such as advising on cases involving corporate legal affairs in domestic and international legal firms, and a high level of specialized knowledge. Based on such extensive experience and a high level of specialized knowledge, she has provided appropriate advice on the Company's management. Although she has never been involved in corporate management except as advisor, based on her experience and knowledge explained above, we believe that she has the capabilities to implement her duties once again as Outside Director serving as an Audit and Supervisory Committee Member appropriately.</p>	

No.	Name (Date of birth)	Career summary, positions and areas of responsibility in the Company, and significant concurrent positions	Number of the Company's shares held
2	Takashi Watanabe (December 11, 1964)	<p>Apr. 1989 Entered Temporary Center Inc. (currently Pasona Inc.)</p> <p>Apr. 2000 President and Representative Director of Human Resources Exchange System Inc. (currently Pasona Inc.)</p> <p>Mar. 2010 Vice President and Director of Pasona Inc., and Company President of Pasona Career Company</p> <p>Aug. 2010 Director of Pasona Group Inc.</p> <p>Aug. 2018 Executive Officer and Vice President of Pasona Group Inc.</p> <p>Dec. 2021 President and Representative Director of Freedom One Corporation (present post)</p> <p>Mar. 2022 Outside Director of CL Holdings Inc. (present post)</p> <p>Mar. 2022 Outside Director of CARTA HOLDINGS, INC. (present post)</p> <p>May. 2024 Outside Director of CREEK & RIVER Co., Ltd. (present post)</p>	0
	New appointment	<p>(Significant concurrent positions) Outside Director of CL Holdings Inc., Outside Director of CARTA HOLDINGS, INC., President and Representative Director of Freedom One Corporation, Outside Director of CREEK & RIVER Co., Ltd.</p> <p>Reasons for nomination as a candidate for Director</p> <p>Mr. Takashi Watanabe has been engaged in management at listed companies for many years and has a wealth of experience and a wide range of knowledge, including experience in improving the organizational climate and business performance of a company, launching new businesses and services, and developing human resources over a long period of time. Based on this experience and knowledge, the Company believes that he is capable of performing the functions of supervision and audit, and requests his election as Outside Director serving as an Audit and Supervisory Committee Member.</p>	

Notes:

1. There are no special interests between the Company and the candidate.
2. Ms. Makiko Yamamoto and Mr. Takashi Watanabe is a candidate for Outside Directors serving as Audit and Supervisory Committee Members.
3. Ms. Makiko Yamamoto is currently an Outside Director serving as an Audit and Supervisory Committee Member of the Company and her term of office will be 6 years at the conclusion of this Annual Meeting of Shareholders.
4. The Company, with respect to liability under Article 423, paragraph 1 of the Companies Act, entered into an agreement with Ms. Makiko Yamamoto limiting the total amount of the liability to the amount stipulated in Article 425, paragraph 1 of the same Act. Should her election be approved, the Company plans to continue the aforementioned agreements limiting liability.
5. Should Mr. Takashi Watanabe's election be approved, the Company, with respect to liability under Article 423, paragraph 1 of the Companies Act, would enter into an agreement with his limiting the total amount of the liability to the amount stipulated in Article 425, paragraph 1 of the same Act.
6. The Company has entered into a liability insurance contract with an insurance company for directors and officers, etc., as stipulated in Article 430-3, Paragraph 1 of the Companies Act, covering the insured persons including directors of the Company. The insurance policy will cover damages arising from the assumption of responsibility by the directors and officers, etc. for the performance of their duties or from the receipt of claims related to the pursuit of such responsibility. If each candidate is elected and assumes office as a director, he or she will be insured under the relevant insurance policy. The said insurance policy is scheduled to be renewed with the same contents at the next renewal.
7. The Company registered Ms. Makiko Yamamoto as independent officers with the Tokyo Stock Exchange and the Nagoya Stock Exchange, pursuant to the guidelines thereof. Should her election be approved, the Company would continue her service as Independent Officer.

8. Mr. Takashi Watanabe is a candidate for independent officer with the Tokyo Stock Exchange and the Nagoya Stock Exchange, pursuant to the guidelines thereof.

(Reference1) Composition of the Board of Directors [Scheduled to be effective on June 26, 2025]

The abilities of the Directors of the Company are listed below.

Directors		Areas in charge	Corporate management	Manufacturing and engineering R&D	Sales and marketing	IT and DX	Financial affairs and financing	Legal and risk management	ESG and sustainability	Global experience
Hiroshi Otsuka			●		●				●	●
Tracey Sivill			●			●	●		●	●
Kenji Morisaki			●	●				●		●
Yoshie Munakata	Outside Director.		●	●	●	●				●
Goro Kamino	Outside Director.		●		●		●			
Hari N. Nair	Outside Director.		●	●	●		●			●
Keisuke Tomimatsu	Outside Director.					●	●			●
Emi Onoduka	Outside Director.		●				●		●	●
Makiko Yamamoto	Outside Director	Audit and Supervisory Committee Member						●	●	●
Kazutaka Okubo	Outside Director	Audit and Supervisory Committee Member	●			●	●	●	●	
Takashi Watanabe	Outside Director	Audit and Supervisory Committee Member	●		●				●	

(Reference 2) Independence criteria for Outside Officers

If the Outside Officers of the Company are judged to have fulfilled the requirements set out below, the Board of Directors deems them to be sufficiently independent of the Company.

1. They are not currently an executive, etc.<Note 1> of the Group, nor have they in the past been an executive, etc. or an Audit & Supervisory Board Member of the Group (excluding Outside Audit & Supervisory Board Members).
Also, none of their close relations, etc. <Note 2> shall have been executives, etc. of the Group within the past three years.
2. They shall not come under any of the following categories currently, or within the past three years.
 - 1) Executives, etc. of other companies affiliated to the Company, or of other affiliated company groups
 - 2) Executives, etc. of major shareholders of the Company <Note 3>
 - 3) Executives, etc. of companies in which the Company is a major shareholder
 - 4) Executives, etc. of major business partners of the Company <Note 4>, or executives, etc. of companies that consider the Company a major business partner
 - 5) Individuals who execute duties for organizations that have received substantial <Note 5> donations or

aid from the Group

6) Executives, etc. of companies that have conducted mutual exchanges with the Group of Directors, Audit & Supervisory Board Members, or Executive Officers

7) Executives, etc. of the Group's major lenders

8) Certified Public Accountants (or Tax Accountants) who are Financial Auditors to the Group, or audit corporations (or tax accountant corporations) that are Financial Auditors to the Group, or partners, or others who are directly in charge of the Company in terms of being Financial Auditors to the Group

9) Individuals who have received substantial monies or other financial profits, excluding Directors' remuneration, from the Group

10) Individuals who are partners, etc. of specialist advisory firms, such as legal firms, that consider the Group a major business partner, but do not belong to categories 8) or 9) above, who are directly in charge of the Company.

3. None of their close relations currently fall under categories 2-1 to 2-10.

<Notes>

1. Executives, etc.: Directors (excluding Outside Directors), Executives, Executive Officers

2. Close relations: Spouse, or other relative within the second degree of kinship, or family member who is living in the same household with the person

3. Major shareholder: A company, etc. holding shares with 10% or more of total voting rights

4. Major business partner: A company to which 2% or more of annual consolidated net sales of the Company were paid on average in the past three fiscal years

5. Substantial: Cases in which the amounts involved have exceeded 10 million yen annually on average over the previous three fiscal years

Proposal 4: Election of One (1) Substitute Director Serving as Audit and Supervisory Committee Member

In preparation for a shortage in the number of Directors serving as Audit and Supervisory Committee Members as stipulated by laws and regulations, we request the election of one (1) Director as a substitute for all Directors serving as Audit and Supervisory Committee Members, in advance.

This proposal has been submitted with prior consent by the Audit and Supervisory Committee.
The candidate for substitute Director serving as Audit and Supervisory Committee Member is as follows:

No.	Name (Date of birth)	Career summary, positions and areas of responsibility in the Company, and significant concurrent positions	Number of the Company's shares held
1	Atsushi Okamoto (May 2, 1986)	<div>Feb. 2014 Entered Ernst & Young ShinNihon LLC (currently Ernst & Young ShinNihon LLC)</div> <div>Feb. 2018 Entered PwC Advisory LLC</div> <div>May. 2018 Registered as a Certified Public Accountant</div> <div>Mar. 2019 Entered H.I.S International Tours (NY) Inc. General Manager of Accounting and Finance Dept. of H.I.S International Tours (NY) Inc.</div> <div>Mar. 2022 Representative Director of Okamoto & Partners (present post)</div> <div>May. 2022 Representative of Okamoto Certified Public Accountant and Tax Accountant Office (present post)</div> <div>(Significant concurrent positions) Representative Director of Okamoto & Partners, Representative of Okamoto Certified Public Accountant and Tax Accountant Office</div> <div>Reasons for nomination as a candidate for Director</div> <div>Mr. Atsushi Okamoto has experience and knowledge in finance and accounting from his experience as a certified public accountant, certified tax accountant, and as general manager of the accounting and finance department of a company. The Company believes that he is capable of performing the functions of supervision and audit based on such experience and his high level of specialized expertise, and requests his election as substitute Outside Director serving as an Audit and Supervisory Committee Member.</div>	0

Note:

1. Mr. Atsushi Okamoto is a candidate for substitute Director serving as an Audit and Supervisory Committee Member.
2. Should the election of Mr. Atsushi Okamoto be approved and he assume the position of Director serving as an Audit and Supervisory Committee Member, the Company, with respect to liability under Article 423, paragraph 1 of the Companies Act, plans to enter into an agreement with him limiting the total amount of the liability to the amount stipulated in Article 425, paragraph 1 of the same Act.
3. Should the election of Mr. Atsushi Okamoto be approved and he assume the position of Director serving as an Audit and Supervisory Committee Member, the Company plans to register him as an independent officer with the Tokyo Stock Exchange and the Nagoya Stock Exchange, pursuant to the guidelines thereof

(Attached materials)

Business Report

(April 1, 2024 to March 31, 2025)

1. Overview of the Group

(1) Business results for the fiscal year ended March 31, 2024

1) Progress and results of business

In the fiscal year under review (April 1, 2024 to March 31, 2025), the global economy as a whole maintained a moderate expansionary trend, although growth disparities were observed across regions. In the United States, the economy achieved relatively high growth among major advanced economies, supported by resilient personal consumption. In Europe, persistent inflation hindered the pace of recovery, which remained sluggish. In Asia, growth slowed in China due to a decline in real estate development investment, while India maintained a high growth rate backed by steady domestic demand, continuing to serve as a driving force for the regional economy. More recently, heightened geopolitical risks and the introduction of new tariff policies by the United States have emerged as destabilizing factors for the global economy. In response, the Company is working to strengthen its business stability and growth potential by deepening collaboration with customers in each country and swiftly building optimal production and supply systems tailored to the specific conditions of each region.

In the automotive industry, trends in the EV market are changing, with distinct regional characteristics becoming apparent. In China, the ratio of EV sales has risen to nearly 50%, with local automakers making remarkable gains, while Japanese automakers are facing challenges. In Europe, the revision of subsidy policies has slowed the growth of the automotive market. In the United States, hybrid electric vehicles are gaining a larger market share, prompting many automakers to reconsider their EV strategies. Against this backdrop, there is a growing trend of deploying multiple models tailored to the specific characteristics of each region.

In this business environment, the Company has strengthened its business foundation for EVs, hybrid electric vehicles, and internal combustion engine vehicles, respectively. In the linkage & suspension business, our ball joints, which features high durability and low friction to accommodate the increased weight of EVs, have been well received, particularly in the Chinese market, where demand from local automakers is growing. In the power train business, we secured new orders for differential assemblies for EVs from new customers, thereby expanding our customer base. On the manufacturing front, we are promoting digital transformation (DX). By utilizing MAC (Musashi Active Connection), which enables remote monitoring of manufacturing sites, we have realized more real-time production management and faster decision-making, thereby contributing to improved profitability.

In new business fields, the Energy Solution business is seeing growing demand for hybrid supercapacitors (HSCs) used in large-scale data centers for generative AI applications. To meet this strong demand, we are rapidly expanding our production capacity. In addition to increasing capacity at existing plants, we are constructing a new plant in Minami-Alps City, Yamanashi Prefecture, with an annual production capacity of 5 million cells. In the e-Mobility business, we have started mass production of e-Axle for two-wheeled EVs in India. In Africa, we are working with governments and local partners in countries such as Kenya and Ethiopia to develop new markets. In the Smart Industry business, orders for AI visual inspection systems increased in North America. We also aim to provide solutions that improve efficiency in the logistics field.

In the above environment, the Company's consolidated net sales decreased 0.8% year on year to

347,196 million yen during the fiscal year under review.

In terms of profit, operating profit increased 7.3% year on year to 19,720 million yen and ordinary profit increased 15.6% year on year to 17,981 million yen, while profit attributable to owners of parent decreased 1.7% year on year to 7,782 million yen.

2) Segment Overview

In Japan, net sales decreased 5.8% year on year to 39,913 million yen and segment profit decreased 9.6% to 4,387 million yen. This was mainly due to a decrease in sales of parts for overseas markets. In the Americas, net sales increased 3.0% year on year to 104,566 million yen and segment profit rose 9.6% to 6,331 million yen. This was mainly due to sustained strong demand from customers and the depreciation of the yen. In Asia, net sales increased 7.7% year on year to 81,903 million yen and segment profit increased 39.4% year on year to 9,163 million yen. This was due to increased sales of motorcycles and the depreciation of the yen. In China, net sales decreased 6.9% year on year to 31,539 million yen and segment profit declined 41.0% year on year to 542 million yen due to continued lackluster sales of Japanese cars. In Europe, net sales decreased 7.1% year on year to 89,274 million yen and segment loss amounted to 740 million yen (versus a profit of 145 million yen in the previous fiscal year) as demand from customers continued to decline.

During the fiscal year under review, the Group implemented capital investments totaling 17,393 million yen, for such purposes as manufacturing newly ordered products and responding to increases in output by customers.

3) Group sales by product

(Unit: million yen)

Item	The 97 th fiscal year ended March 31, 2024		The 98 th fiscal year ended March 31, 2025		Increase/ Decrease	
	Amount	Composition ratio (%)	Amount	Composition ratio (%)	Amount	Year on Year (%)
PT Business	232,036	66.3	221,082	63.7	△10,954	△4.7
L&S Business	31,259	8.9	32,154	9.3	894	2.9
Motorcycle Business	86,621	24.8	93,959	27.0	7,338	8.5
Total	349,917	100.0	347,196	100.0	△2,720	△0.8

Note: Figures are presented with amounts less than one million yen truncated.

4) Status of capital investment

During the fiscal year under review, the Group implemented capital investments totaling 17,393 million yen, for such purposes as manufacturing newly ordered products and responding to increases in output by customers.

5) Status of fund procurement

In the fiscal year under review, procurements of funds from financial institutions were conducted for routine purposes only, and there were no fund procurements made by means of capital increases or issuance of corporate bonds.

6) Initiatives toward achieving sustainability

Providing continuous value to society and fulfilling our corporate social responsibility toward the realization of a sustainable society is considered a significant matter for the Musashi Group's

medium- to long-term growth.

The Group has defined its Our Purpose commitment of “we contribute to enriched Harmony between our lives and Earth, using our Passion for technology and Wisdom for innovation.”

We will accordingly contribute to sustainable growth and the realization of a sustainable society by engaging in business activities underpinned by the Musashi Philosophy.

Last year, we opened an ESG Policy/Data page on our corporate website. We will continue to strive to disclose ESG information in the future so that you can see the latest status and results of our efforts.

(2) Issues to be addressed

(1) Management philosophy and policy

The Group operates its business based on the Musashi Philosophy, which consists of Our Origin, Our Purpose, and Our Way. We will inherit the DNA of taking on challenges that we have cultivated over our long history and realize our long-term vision of “Go Far Beyond! ~Break barriers and go on adventures!~”

(2) Priority issues to be addressed

In the automotive industry, the business environment has been rapidly changing due to the introduction of new tariff policies by the United States, etc. In regards to the shift to EV we have promoted thus far, in China, the ratio of EV sales has risen to nearly 50%, with local automakers making remarkable gains, while in Europe market growth has grown sluggish due to a review of subsidy policies. In the United States, we have seen variation by region, including hybrid electric vehicles gaining a larger market share. The Group recognizes these changes in external environments as priority issues to be addressed. In response to this, to maintain competitive strengths in the automotive parts business while accelerating development of new businesses that utilize technology, we will enact the following policies.

1) Maximize “earning power” by strengthening global operations and improving the management structure

In order to secure the resources that will lead to future growth, we will maximize the use of existing infrastructure. At production sites, we are working to automate plants that fully utilize digital technology. By promoting the improvement of production structure, we will link it to an increase in profitability.

2) Transform to a business structure that leads the EV era

The Group will create various strategic options that will allow it to flexibly address mechanical changes for EV, hybrid electric vehicles, and internal combustion engine vehicles. In particular, we will provide high value-added products that will be chosen by customers by making differential assemblies required for the advancement of EV more compact, improving precision and reducing noise for reduction gears and shafts, and reducing the weight and friction of linkage and suspension parts.

3) Accelerate the 1 → 10 phase in new business

In new business fields, the Energy Solution business has entered a growth phase. We are seeing growing demand for hybrid supercapacitors (HSC), which have the property for achieving both a high output density and energy density at a high level, at large-scale data centers. To meet this strong demand, we are rapidly expanding our production capacity. In addition to increasing capacity at existing plants, we are constructing a new plant in Minami-Alps City, Yamanashi Prefecture, with an annual production capacity of 5 million cells. In the e-Mobility business, we have started mass production of e-Axle for two-wheeled EVs in India. In Africa, we are working with governments and local partners in countries such as Kenya and Ethiopia to develop new markets. In the Smart Industry

business, orders for AI visual inspection systems increased in North America. We also aim to provide solutions that improve efficiency in the logistics field.

4) Realize sustainability through business activities

Our business activities are based on the Musashi Philosophy. We are committed to achieving sustainable growth and a sustainable society by contributing to solving social issues through our business activities, with the aim of realizing Musashi's 100th Year Vision, "Go far beyond!"

5) Establish a resilient supply chain to respond to changes in trade environment

In order to swiftly and strategically respond to changes in trade environment, the Group promotes local production systems catered to the characteristic of each market and the optimization of parts supply networks between countries/regions. By taking comprehensive countermeasures that include not only the optimization of production systems, but also a review of procurement, the Group aims to establish a resilient supply chain that can flexibly respond to changes in tariff policies.

(3) Status of Group assets and income

(million yen, except for per share amounts)

Item	The 95 th fiscal Year ended March 31, 2022	The 96 th fiscal Year ended March 31, 2023	The 97 th fiscal Year ended March 31, 2024	The 98 th fiscal Year ended March 31, 2025
Net sales	241,896	301,500	349,917	347,196
Operating income	8,413	7,677	18,374	19,720
Ordinary income	9,435	7,030	15,560	17,981
Profit attributable to owners of parent	5,429	2,436	7,921	7,782
Earnings per share	¥ 83.20	¥ 37.32	¥ 121.24	¥ 118.80
Total assets	259,960	269,278	290,339	285,126
Net assets	112,269	114,432	125,391	123,969

Notes: 1 Net sales, operating income, ordinary income, profit attributable to owners of parent, total assets, and net assets are presented with amounts less than one million yen truncated.

(4) Status of parent company and major subsidiaries

1) Status of the parent company

No items to report

2) Matters concerning to transactions with the parent company, etc.

With regard to transactions with Honda Motor Co., Ltd., a company defined as "other affiliate" of the Company, prices are determined similarly to ordinary transactions through negotiations based on market values. In addition, the Company's Board of Directors deems that decisions pertaining to the business operation and management of the Company are made by its independent managerial determination, securing its independence, and therefore the interest of the Company is not impeded in transactions with the parent company, etc.

3) Status of major subsidiaries

Company name	Location	Capital (million)	The Company's ownership ratio (%)	Principal business
Kyushu Musashi Seimitsu Co., Ltd.	Kumamoto	JPY 100	100.0	Manufacturing of motorcycle and general-purpose engine parts
Musashi Casting Co., Ltd..	Kyoto	JPY 45	100.0	Manufacturing of ductile cast iron material
Musashi Energy Solutions Co., Ltd.	Yamanashi	JPY 300	100.0	Development, manufacturing and sales of equipment related to lithium ion capacitors and energy storage devices
Musashi Auto Parts Michigan Inc.	USA	USD 40	89.5	Manufacturing of automobile parts
Musashi Auto Parts Canada Inc.	Canada	CAD 20	100.0	Manufacturing of automobile parts
Musashi Auto Parts Mexico, S.A. de C.V.	Mexico	USD 12.3	100.0	Manufacturing of automobile parts
Musashi do Brasil Ltda.	Brazil	BRL 105.1	74.9	Manufacturing of motorcycle and general-purpose engine parts
Musashi da Amazonia Ltda.	Brazil	BRL 109	100.0	Manufacturing of motorcycle and general-purpose engine parts
Musashi Auto Parts Co., Ltd.	Thailand	THB 200	82.3	Manufacturing of motorcycle and general-purpose engine parts
P.T. Musashi Auto Parts Indonesia	Indonesia	USD 14	80.0	Manufacturing of motorcycle and general-purpose engine parts
Musashi Auto Parts India Pvt. Ltd.	India	INR 10,100	100.0	Manufacturing of motorcycle and general-purpose engine parts
Musashi Auto Parts Vietnam Co., Ltd.	Vietnam	USD 19	100.0	Manufacturing of motorcycle and general-purpose engine parts
Musashi Auto Parts (Zhongshan) Co., Ltd.	China	USD 94.76	(100.0)	Manufacturing of automobile parts
Musashi Auto Parts (Nantong) Co., Ltd.	China	USD 30	(100.0)	Manufacturing of automobile parts
Musashi Seimitsu Investment (Zhongshan) Co., Ltd.	China	USD 94.76	100.0	Regional Headquarters in China
Musashi Auto Parts (Tianjin) Co., Ltd.	China	USD 20	(100.0)	Manufacturing of automobile parts
Musashi Bockenau GmbH & Co.KG	Germany	EUR 15	(100.0)	Manufacturing of automobile parts
Musashi Bad Sobernheim GmbH&Co.KG	Germany	EUR 0.001	(100.0)	Manufacturing of automobile parts
Musashi Luechow GmbH	Germany	EUR 1.	(100.0)	Manufacturing of automobile parts
Musashi Hann. Muenden Holding GmbH	Germany	EUR 6.6	(100.0)	Manufacturing of automobile parts
Musashi Hungary Fuzesabony Kft.	Hungary	EUR 0.065	(100.0)	Manufacturing of automobile parts
Musashi Spain Villalba S.L	Spain	EUR 8.7	(100.0)	Manufacturing of automobile parts
Musashi Holdings Europe GmbH	Germany	EUR 320	100.0	Holding shares of subsidiaries conducting manufacturing and sales businesses relating to automobile parts
Musashi Hungary Manufacturing, Ltd.	Hungary	EUR 20.1	100.0	Manufacturing of automobile parts
Musashi AI Ltd.	Aichi	JPY 4.5	51.0	Manufacture and sale of AI visual inspection machines, etc.

Company name	Location	Capital (million)	The Company's ownership ratio (%)	Principal business
Musashi AI North America Inc.	Canada	CAD 8.2	80.8	Manufacture and sale of AI visual inspection machines, etc.

Note: The figures shown in parentheses show the ownership ratio when including ownership by subsidiaries.

(5) Principal business (As of March 31, 2025)

The principal business of the Group consists of the manufacturing and sales of automobile power train parts, suspension parts, steering parts and transmission parts, among others, of which the main products are listed below.

PT	Planetary gear assemblies, differential gear assemblies, bevel gears, ring gears, camshafts, balance shafts, Reduction gears, transmission gears, Reduction gear units
L&S	Suspension arm assemblies, suspension ball joints, steering ball joints, various connection joints
Motorcycle	Motorcycle transmission gear assemblies, motorcycle camshafts, motorcycle kickstarter parts, other motorcycle power train parts and general-purpose engine parts

(6) Principal business locations and plants (As of March 31, 2025)**1) Musashi Seimitsu Industry Co., Ltd.**

Head Office and Ueta Plant	(Aichi)
Akemi Plant #1	(Aichi)
Akemi Plant #2	(Aichi)
Horai Plant	(Aichi)
Suzuka Plant	(Mie)

2) Principal subsidiaries

For the information on the major subsidiaries and their location, etc., please refer to “(4) Status of parent company and major subsidiaries 3) Status of major subsidiaries.”

(7) Status of employees (As of March 31, 2025)**1) Employees of the Group**

Number of employees	Change from previous fiscal year-end
12,420(4,030)	△410(96)

Note: Number of employees means the number of full-time employees currently at work only, and the average number of part-time and temporary employees for the year is indicated in parentheses.

2) Employees of the Company

Number of employees	Change from previous fiscal year-end	Average age	Average years of service
1,093(142)	△25(19)	41.6 years old	16.8 Years

Note: Number of employees means the number of full-time employees currently at work only, and the average number of part-time and temporary employees for the year is indicated in parentheses.

(8) Status of major lenders (As of March 31, 2024)

Lender	Balance of borrowings (million yen)
Sumitomo Mitsui Banking Corporation	33,776
Mizuho Bank, Ltd.	23,383
The Bank of Mitsubishi UFJ, Ltd.	16,017
The Aichi Bank, Ltd.	10,350
Development Bank of Japan Inc.	10,000

Note: The balance of borrowings is the sum total by lender group.

2. Status of the Company

(1) Status of shares (As of March 31, 2025)

1) Total Number of Shares Authorized to be Issued	140,000,000
2) Total Number of Issued Shares	65,556,761
3) Number of Shareholders	7,287
4) Major Shareholders (Top 10)	

Shareholder name	Number of shares (thousand shares)	Ownership ratio (%)
Honda Motor Co., Ltd.	16,364	24.9
The Master Trust Bank of Japan, Ltd. (Trust Account)	8,047	12.2
Custody Bank of Japan, Ltd. (Trust Account)	3,974	6.0
Joint Stock Company Otsuka Holdings	2,603	3.9
MSIP CLIENT SECURITIES	1,659	2.5
Hiroshi Otsuka	1,505	2.2
Nomura Securities Co., Ltd	1,304	1.9
JUNIPER	1,247	1.9
Nomura Securities Co., Ltd. (Proprietary Account)	1,176	1.7
MLI FOR CLIENT GENERAL OMNI NON COLLATERAL NON TREATY-PB	1,105	1.6

Notes: 1. Shares less than one thousand have been truncated.
2. Ownership ratio is calculated excluding treasury shares (35,825shares).

5) Status of shares granted to the Company's officers during the fiscal year under review as consideration for the execution of duties

	Number of Shares (shares)	Number of recipients
Directors (excluding Outside Directors and Audit and Supervisory Committee Members)	15,200	2
Outside Directors (excluding Audit and Supervisory Committee Members)	9,400	4
Directors serving as Audit and Supervisory Committee Member	-	-

Notes: Details on the Company's share-based remuneration are presented under section "3.(2) 2) Remuneration for Directors" on the Business Report.

(2) Policy on Determination of Dividends from Surplus, etc.

Alongside the enhancement of corporate value through business growth, we recognize the return of profits to all shareholders to be a key management issue. Our basic policy on returning profits to shareholders is to secure enough capital for medium- and long-term business growth and make every effort to ensure a sound financial position while continuing to pay stable dividends in line with earnings growth.

With regard to the dividend payout ratio, we will target a level of 30%.

3 Status of Corporate Governance

(1) Overview of corporate governance

1) Basic concept on corporate governance

Based on the Musashi Philosophy, which is composed of Our Origin, Our Purpose, and Our Way, the Company positions the enhancement of corporate governance as its highest management priority in advancing its business activities.

Based on the basic concept on corporate governance, we have established the “Basic Policy for Musashi Corporate Governance” to achieve sustainable growth and enhance medium- to long-term corporate value.

2) Overview of corporate governance structure, etc.

The Company has adopted the institutional design of a company with an Audit and Supervisory Committee in order to strengthen the auditing and supervisory functions over the execution of duties by directors and to enhance the effectiveness of internal controls. In addition, outside directors, including those serving as Audit and Supervisory Committee members, participate in decision-making at the Board of Directors, thereby improving the transparency and soundness of management. Furthermore, to supplement the supervisory function of the Board of Directors, the Company has established Nomination and Remuneration Committees, both of which have a majority of outside directors.

Meanwhile, by delegating authority over certain matters resolved by the Board of Directors to the Management Committee and other internal bodies, the Company can accelerate decision-making and business execution, thereby enhancing the agility of management decisions.

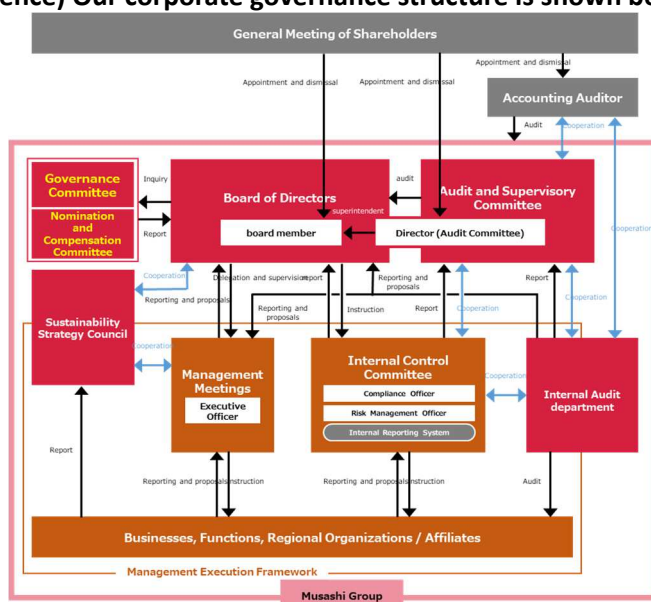
3) Efforts to strengthen the governance structure

Establishment of a Governance Committee

The Company is committed to strengthening its corporate governance structure. At the same time, the pace of change in the business environment is faster than ever before, and we believe that more sophisticated management decision-making is crucial for expanding new businesses. Furthermore, to lead the review of the Basic Policy for Musashi Corporate Governance and initiatives to enhance the effectiveness of the Board of Directors, and to ensure the continuous enhancement of corporate governance, the Company will establish a Governance Committee as an advisory and recommending body to the Board of Directors. The Committee will perform the following functions:

- 1) Oversight of corporate governance framework
- 2) Ensuring the effectiveness of the Board of Directors
- 3) Oversight of risk management and compliance

(Reference) Our corporate governance structure is shown below.



(2) Status of Corporate Officers

1) Status of the Directors (As of March 31, 2025)

Position	Name	Areas of responsibility in the Company and significant concurrent positions
President and Representative Director	Hiroshi Otsuka	CEO
Representative Director	Tracey Sivill	CFO (Chief Financial Officer), CHO (Chief Human resource Officer), In charge of Global IT strategy
Representative Director	Kenji Morisaki	COO (Chief Operation Officer), Chief Risk Management Officer
Director	Yoshie Munakata	Chair of the Board of Directors, Representative Director of B.Grove Inc.
Director	Goro Kamino	Representative Director and President of Sala Corporation and Group CEO Chairman and Representative Director of Sala Energy Co., Ltd.
Director	Hari N. Nair	Outside Director of O-I GLASS Inc. Chairman of the Board of Sintercom India. Outside Director of Tenneco Inc.
Director	Keisuke Tomimatsu	
Director	Emi Onozuka	Director, President and CEO of Eminent Group Inc., Representative Director of general Incorporated Association Initiative for Creating the Future through Science and Finance, Outside Director of Daiwa Asset Management Co.Ltd., Outside Director of PRONEXUS INC.
Director (Full-time Audit and Supervisory Committee Member)	Michi Miyasawa	
Director (Audit and Supervisory Committee Member)	Makiko Yamamoto	Attorney at law (TMI Partners Legal Professional Corporation) Outside Director of SIGMAXYZ Holdings Inc. Outside Director of SUSMED, Inc (Audit and Supervisory Committee Members)

Director (Audit and Supervisory Committee Member)	Kazutaka Okubo	Certified public accountant President and Representative Director of Okubo Associates Inc. President and Representative Director of SS Dnaform Inc. Outside Director of SEGA SAMMY HOLDINGS INC. Outside Director of Sun Frontier Fudousan Co., Ltd., Outside Director of BrainPad Inc. Outside Director of LIFULL Co., Ltd. Outside Director of Sala Corporation Outside Director of The Shoko Chukin Bank Ltd.,
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- Notes:
1. Directors Yoshie Munakata Goro Kamino, Hari N. Nair, Keisuke Tomimatsu, Emi Onozuka and Directors (Audit and Supervisory Committee Members) Makiko Yamamoto and Kazutaka Okubo are Outside Directors.
 2. Director (Audit and Supervisory Committee Member) Makiko Yamamoto is qualified as a lawyer with high level of specialized knowledge in corporate legal affairs and compliance.
 3. Director (Audit and Supervisory Committee Member) Kazutaka Okubo is a certified public accountant and has a high level of expertise in finance and accounting.
 4. To strengthen the auditing and supervisory functions of the Audit and Supervisory Committee, the company has designated Ms. Michi Miyazawa as Audit and Supervisory Committee Member (full-time) so that information gathering from the Director (excluding Audit and Supervisory Committee Member), information sharing through attendance of important in-house meetings and sufficient cooperation with the internal audit section will be allowed. After the Annual Meeting of Shareholders in 2025, the Company does not plan to appoint a full-time Audit and Supervisory Committee Member. Instead, the Company will establish a secretariat for the Audit and Supervisory Committee to strengthen the auditing and supervisory functions of the Audit and Supervisory Committee . This will ensure sufficient information gathering from Directors (excluding those serving as Audit and Supervisory Committee Members) and from important in-house meetings, and close cooperation with the internal audit section.
 5. The Company designated Messrs. Yoshie Munakata, Goro Kamino, Hari N. Nair, Keisuke Tomimatsu, Emi Onozuka, Ms. Makiko Yamamoto and Mr. Kazutaka Okubo as Independent Officers pursuant to the regulations of the Tokyo Stock Exchange and the Nagoya Stock Exchange, and registered them as such.

(Ref.) The Company has adopted the executive officer system. The executive officers as of April 1, 2025 are as follows.

Position	Name	Areas of responsibility in the Company and significant concurrent position
President and Executive Officer	Hiroshi Otsuka	CEO
Vice President	Tracey Sivill	CFO (Chief Financial Officer) CHO (Chief Human resource Officer) In charge of Global IT strategy
Vice President	Kenji Morisaki	COO (Chief Operation Officer) Risk Management Officer
Regional CEO	Haruhisa Otsuka	Regional CEO America
Regional CEO	Takayuki Miyata	Regional CEO Europe
Regional CEO	Hideki Suzuta	Regional Deputy CEO Europe
Regional CEO	Hideaki Asakura	Regional CEO Japan
Regional CEO	Yoshinori Mizuguchi	Regional CEO Asia
Regional CEO	Yoichi Sugiura	Regional CEO China
Regional CEO	Naoya Nishimura	Regional CEO India & Africa
Business/Function CxO	Koji Takahashi	CESO : Chief Energy Solution Business Officer
Business/Function CxO	Masaru Maeda	CEMO : Chief e-Mobility Business Officer In charge of Corporate Planning In charge of Japan region HR Compliance Officer
Business/Function CxO	Takeshi Isaku	CIO : Chief Innovation Officer In Charge of Public Relations
Business/Function CxO	Satomi Ishikawa	CMO : Chief Marketing Officer
Business/Function CxO	Motohiro Ouchi	CSO : Chief Sales Officer
Business/Function CxO	Takatoshi Aoki	CRO : Chief R&D Officer
Business/Function CxO	Seiki Kajiwara	CTO : Chief Technology Officer
Business/Function CxO	Toshihisa Otsuka	CPO : Chief Purchasing Officer
Business/Function CxO	Koji Horibe	CQO : Chief Quality Officer
Business/Function CxO	Hiroki Matsuda	Deputy CFO : Deputy Chief Financial Officer
Business/Function CxO	Masaya Ito	CAO : Chief Audit Officer

2) Remuneration for Directors

A. Policy on determining officer remuneration

The Company adopted its decision-making policy for determining content of remuneration for individual Directors at Board of Directors Meetings.

In addition, the Board of Directors confirmed that decision-making method for determining the content of remuneration for individual Directors and the determined content of such remuneration are in alignment with the aforementioned decision-making policy, and that the findings reported by the Remuneration Committee have been duly regarded, and deems that the remuneration for individual Directors for the fiscal year under review is in line with the aforementioned decision-making policy.

The Content of the decision-making policy for the content of remuneration for individual Directors is as follows.

i. Basic policy

As a matter of basic policy, when it comes to remuneration for the Company's Directors (excluding Directors serving as Audit and Supervisory Committee Members; same shall apply hereafter), the Company shall enlist a remuneration structure that links such remuneration to shareholder interests so that such remuneration will adequately serve as incentive for the recipient to persistently increase corporate value, and furthermore the Company shall set standards that appropriately factor in respective duties when making decisions on remuneration for individual Directors. Specifically, remuneration for Directors is to consist of base remuneration serving as fixed remuneration, performance-linked remuneration, and share-based remuneration. Meanwhile, the Company shall pay base remuneration and share-based remuneration to its Outside Directors who undertake supervisory functions, upon having taken into account respective duties.

ii. Policy on determining individual amounts of base remuneration (monetary remuneration; including policies on determining dates and conditions for granting remuneration)

Base remuneration for Directors of the Company is to take the form of fixed remuneration on a monthly basis, the amount of which is to be determined upon having comprehensively placed consideration on positions and roles of respective officers, taking into account peer-company remuneration levels and other such factors.

iii. Policy on determining content of performance-linked remuneration, non-monetary remuneration, and other benefits, as well as determining methods for calculating amounts and quantities thereof (including policies on determining dates and conditions for granting remuneration)

The Company shall pay performance-linked remuneration at certain times every year in the form of bonuses and cash remuneration of amounts calculated per assessment of the Company's financial results and based on levels of achievement both of the Company's performance targets and its strategic benchmarks from a medium- to long-term perspective. The following benchmark constituents are calculated based on coefficients determined by the Board of Directors.

Assessment viewpoint	Reasons for selection	Assessment weighting	Assessment item
Financial benchmarks	To achieve a link with annual performance targets	20%	Net Sales
		20%	Gross profit
		30%	EBITA
Strategic benchmarks	To achieve a link with medium- to long-term strategic benchmarks and greater social value	10%	Net sales of new businesses
		10%	Percentage of products for EVs
		10%	Level of ESG benchmark achievement

With respect to the restricted share-based remuneration, as a general rule and pursuant to a meeting of the Company's Board of Directors, the Company shall grant an amount of monetary remuneration claims, commensurate to position and responsibilities, for the allotment of restricted shares to the eligible Directors every fiscal year, and require that they provide the same to the Company as property contributed in kind. In turn, the Company shall issue or dispose of its common shares, which will be held by them. The total number of the common shares of the Company to be accordingly issued or disposed is to be no more than 200,000 shares per year (however, in cases where the total number of issued shares of the Company increases or decreases due to a share consolidation, a share split, a gratis allotment of shares, etc., this upper limit and the number of shares delivered to the eligible Directors shall be reasonably adjusted according to the ratio thereof).

The amount to be paid in per share shall be determined by the Board of Directors within a range not specially advantageous to the eligible Directors subscribing the Company's common shares based on factors such as the closing price of the Company's common shares on the Tokyo Stock Exchange on the business day immediately before the day on which each resolution of the Board of Directors is made (if there is no closing price on such date, the closing price of the closest preceding trading day).

When it comes time for the issuance or disposal of the common shares of the Company, the Company and the eligible Directors shall enter into an agreement on allotment of the restricted shares, encompassing content stipulating that the eligible Directors may not transfer, create a security interest on, reserve an offer as security or otherwise dispose of the common shares of the Company for a period of three years from the date on which the common shares of the Company were delivered.

Such agreement is intended to ensure that the restricted share-based remuneration appropriately serves as incentive to the Directors by containing provisions to the effect that the Company may automatically acquire the allotted shares without contribution prior to expiration of the transfer restriction period on the grounds that a Director did not fulfill his or her duties as expected of a Director of the Company, under scenarios that include situations where an eligible Director: has retired from the position of director without just cause; has violated laws and regulations, or has otherwise engaged in improper conduct, or; has engaged in competing business. In cases such as where an eligible Director is a non-resident of Japan, the Company shall pay such eligible Director monetary remuneration of an amount linked to the Company's share price or other such benchmark in lieu of remuneration provided for the sake of granting restricted shares.

iv. Policy on determining proportional mix of monetary remuneration amounts, performance-linked remuneration amounts, and non-monetary remuneration amounts, relative to amounts of remuneration for individual Directors

To ensure that the remuneration structure serves as an incentive appropriate to the Directors, the proportional mix of Director remuneration components by type is to be determined based on assumptions regarding basic standards with respect to proportions of remuneration components presented in the table below. The Remuneration Committee shall consider such matters on the basis of remuneration level benchmarks with respect to corporations that belong to related industries and categories of business and are similar to the Company in terms of their scale of operations.

The Board of Directors (the Representative Director and President entrusted with authority per section v, below) shall duly regard findings of the Remuneration Committee and accordingly determine the content of remuneration for individual Directors such that is within a range with respect to the proportional mix of remuneration by remuneration type as indicated by such findings.

	Base remuneration	Performance-linked remuneration, etc.	Non-monetary remuneration, etc.
Representative Directors	50~55%	25~30%	15~25%
Directors	60~70%	25~30%	10~15%
Outside Directors	60~70%	-	30~40%

v. Matters related to content of remuneration for individual Directors

With respect to amounts of remuneration for individual Directors, the Remuneration Committee shall assess Directors who engage in business affairs in terms of factors such as the appropriate execution of their duties, which is to involve comparing the Company's financial results with those of peer companies while taking into account the business environment. Meanwhile, the Representative Director and President shall be entrusted with decisions regarding specific amounts of remuneration for individual Directors, basing such decisions on findings of such assessment.

B. Total amount of remuneration of Directors for the fiscal year under review

Classification	Amount paid (million yen)	Total amount of remuneration, etc. by type			Number of payees
		Base remuneration	Performance-linked remuneration, etc.	Non-monetary remuneration, etc.	
Directors (excluding Directors serving as Audit and Supervisory Committee Members)	287	203	48	35	8
(Outside Director of the above)	(54)	(44)	(-)	(10)	(5)
Directors (Audit and Supervisory Committee Members)	35	35	-	-	3
(Outside Director of the above)	(20)	(20)	(-)	(-)	(2)
Total	322	238	48	35	11
(Outside Officers of the above)	(75)	(64)	(-)	(10)	(7)

Notes: 1. The maximum amount of remuneration of Directors (excluding Directors serving as Audit and Supervisory Committee

Members) was determined as 400 million yen per year (of which, 80 million yen or less for Outside Directors; provided, however, that this excludes the portion of employee salaries for Directors who serve concurrently as employees) by resolution at the 88th Annual Meeting of Shareholders held on June 23, 2015. The number of Directors (excluding Directors serving as Audit & Supervisory Board Members) as of the close of this Annual Meeting of Shareholders is six (6) (including one Outside Director). And apart from this, for the Company's Directors (excluding Directors serving as Audit and Supervisory Committee Members), it was approved at the 90th Annual Meeting of Shareholders held on June 23, 2017, a resolution was adopted that the monetary remuneration to grant shares with transfer restrictions and monetary remuneration in an amount linked to the aforementioned share price, etc. shall be not more than 250 million yen per year (of which not more than 40 million yen per year shall be for Outside Directors; however, this excludes the portion of employee salaries of Directors serving concurrently as employees). The number of Directors (excluding Directors serving as Audit & Supervisory Board Members) as of the close of this Annual Meeting of Shareholders is nine (9) (including three (3) Outside Directors).

2. The maximum amount of remuneration of Directors (Audit and Supervisory Committee Members) was determined as 80 million yen per year by resolution at the 88th Annual Meeting of Shareholders held on June 23, 2015. The number of Directors (Audit and Supervisory Board Members) as of the close of this Annual Meeting of Shareholders is four (4).
3. The total amount of remuneration of Directors does not include the portion of employee salaries for Directors who serve concurrently as employees.
4. The total amount of remuneration paid includes the provision for Directors' bonuses for the fiscal year under review.
5. The Company enlists certain performance indicators linked to financial results in the form of financial indicators in order to help ensure linkage with annual performance targets, such that include net sales, operating profit, ROE, ROA, and EBITDA against the budget at the beginning of the fiscal year. Actual results in this regard are as follows: net sales of 349.9 billion yen, operating profit of 18.3 billion yen, and EBITDA of 38.2 billion yen.
In addition, the Company uses strategic indicators in order to ensure linkage with efforts to enhance corporate value over the mid-to-long term. To this end, it enlists the degree of achievement of net sales from new businesses, electric vehicle product ratio, and ESG indicators (ratio of CO2 emission reduction over FY2018) relative to targets set at the beginning of the period. The degree of achievement relative to targets set for FY2023 are as follows: net sales from new businesses of 26%, electric vehicle product ratio of 118%, and as an ESG indicator, a 11% actual reduction compared to the 8% target reduction (compared to FY2018) due to energy-saving measures, introduction of renewable energy, and production volume impact.
7. The non-monetary remuneration consists of shares of the Company, allotted subject to the conditions set forth under section "A. Policy on determining officer remuneration." The status of shares granted during the fiscal year under review is presented under section "2.(15) Status of shares granted to the Company's officers during the fiscal year under review as consideration for the execution of duties."
8. The Board of Directors has entrusted Representative Director and President (CEO) Hiroshi Otsuka with decisions on amounts of remuneration for individual Directors. He has been entrusted with this authority because the Company deems that the Representative Director is qualified for the task of assessing Directors who engage in business affairs in terms of factors such as the appropriate execution of their duties while also placing consideration on the Company's overall financial results and other performance indicators. In making decisions regarding content entrusted to him, the Remuneration Committee shall assess Directors who engage in business affairs in terms of factors such as the appropriate execution of their duties, which is to involve comparing the Company's financial results with those of peer companies while taking into account the business environment.

3) Matters regarding Outside Officers

A. Main activities during the fiscal year under review and overview of duties involving roles expected of Outside Directors

- * Mr. Yoshie Munakata, Director, attended 9 out of the 9 Board of Directors Meetings held during the fiscal year under review and has utilized his abundant experience of company management and the deep insights cultivated over many years in the industry to actively contribute to the deliberation of resolutions by the Board of Directors.
- * Mr. Goro Kamino, Director, attended 9 out of the 9 Board of Directors Meetings held during the fiscal year under review at which he actively provided comments necessary for the deliberation of agenda items of the Board of Director Meetings thereat based on his broad experience and extensive knowledge in corporate management.

- * Mr. Hari N. Nair, Director, attended 9 out of the 9 Board of Directors Meetings held during the fiscal year under review and in addition to his experience of more than 35 years as a Director at listed companies in various regions, he has served in key executive posts, including Chief Operating Officer (COO) and provisional CEO of an overseas auto part manufacturer. He has utilized his abundant experience and deep cultivated insights to actively contribute as required to the deliberation of resolutions by the Board of Directors.
- * Mr. Keisuke Tomimatsu, Director, attended 9 out of the 9 Board of Directors Meetings held during the fiscal year under review and has utilized his abundant experience of the securities industry and his wide-ranging knowledge of the economy to actively contribute as required to the deliberation of resolutions by the Board of Directors.
- * Ms. Emi Onozuka, Director, attended 9 out of the 9 Board of Directors Meetings held during the fiscal year under review and based on her abundant experience and deep insights cultivated over 20 years in a variety of positions at investment management firms and as the COO of an investment advisory firm, she appropriately fulfilled her role in ensuring the validity and suitability of decision-making by actively contributing as required to the deliberation of resolutions by the Board of Directors.
- * Ms. Makiko Yamamoto, Director (Audit and Supervisory Committee Member) attended 9 out of the 9 Board of Directors Meetings held during the fiscal year under review where she raised questions and provided advice whenever appropriate from a professional perspective as a lawyer. Also, she has attended 11 out of 11 meetings of the Audit and Supervisory Committee held during the fiscal year under review and has voiced his opinions on audit methods and on other matters related to the duties of the Audit and Supervisory Committee.
- * Mr. Kazutaka Okubo, Director (Audit and Supervisory Committee Member) attended 9 of the 9 Board of Directors Meeting held during the fiscal year under review where he raised questions and provided advice whenever appropriate from a professional perspective as a certified public accountant. Also, she has attended 11 out of 11 meetings of Audit and Supervisory Committee held during the fiscal year under review and has voiced his opinions on audit methods and on other matters related to the duties of the Audit and Supervisory Committee.

B. Status of significant concurrent positions at other companies, etc. and relationship between such companies with the Company

- * Mr. Goro Kamino, Director, also serves as Representative Director and President of Sala Corporation and Group CEO and as Representative Director and Sala Energy Co., Ltd. The Company has transactions etc. with Sala Corporation and Sala Energy Co., Ltd. However, the average annual transaction amount of the last three fiscal years relating thereto accounts for less than 2% of the average sales of both the Company and them over that period, and the annual transaction amount relating thereto accounts for less than 1% of sales of both the Company and them.
- * Mr. Kazutaka Okubo, Director (Audit and Supervisory Committee Member), also serves as Representative Director and President of SS Dnaform Inc. The Company has transactions etc. with SS Dnaform Inc. However, the average annual transaction amount of the last three fiscal years

relating thereto accounts for less than 2% of the average sales of both the Company and SS Dnaform Inc over that period, and the annual transaction amount relating thereto accounts for less than 1% of sales of both the Company and SS Dnaform Inc.

Note: There are no special interests between the other directors and the Company.

4) Overview of limited liability agreements

- * The Company and the Outside Directors entered into limited liability agreements that limit the amount of liability under Article 423, paragraph 1 of the Companies Act, pursuant to the provisions of Article 427, paragraph 1 of the same Act. The maximum amount of liability for damages under these agreements is the amount stipulated in Article 425, paragraph 1 of the same Act.

5) Overview of directors and officers liability insurance policy

The Company has entered into a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, paragraph 1 of the Companies Act, listing as insured parties the Company's Directors (including Outside Directors), as well as Directors and Audit and Supervisory Board Members of the Company's subsidiaries (excluding Musashi Europe GmbH and its subsidiaries). The insurance policy provides coverage for officers, etc. for damages arising upon having incurred liability regarding their execution of duties or otherwise arising upon having become subject to a claim in pursuit of such liability.

(3) Financial Auditor

- 1) Name: KPMG AZSA LLC
- 2) Amount of remuneration, etc.

	Amount paid (million yen)
Remuneration, etc. of the Financial Auditor for the fiscal year under review	95.0
Total economic benefits, including money, that should be paid to the Financial Auditor by the Company and its subsidiaries	95.0

- Notes:
1. Subsidiaries of the Company are audited by audit corporations other than the Financial Auditor of the Company.
 2. In the audit agreement between the Company and the Financial Auditor, a distinction is not made between the remuneration for auditing based on the Companies Act and that for auditing based on the Financial Instruments and Exchange Act, nor is such distinction effectively possible. Therefore, the amount of the remuneration, etc. of the Financial Auditor for the fiscal year under review includes the amount of remuneration, etc. for auditing based on the Financial Instruments and Exchange Act.
 3. The Audit and Supervisory Committee gives consent regarding the remuneration etc. of the Financial Auditor pursuant to Article 399, paragraph 1 of the Companies Act, after it has obtained necessary materials and received reports from the Directors, relevant departments within the Company and the Financial Auditor, confirmed the performance of financial audits etc. by the Financial Auditor and reviewed the details of the audit plan of the Financial Auditor and the calculation basis for the estimated amount of remuneration etc. for the fiscal year under review.

3) Policy Regarding Dismissal or Non-Re-Employment of Financial Auditor

In the case that the financial auditor is recognized to have committed a serious legal infraction, sharply lowered the quality of its audit services, or otherwise shown grounds for determining it is inappropriate for employment as a financial auditor, the Company's Audit Committee shall dismiss the financial auditor in accordance with procedures stipulated in the Companies Act, or decide on proposals concerning the dismissal or non re-employment of the financial auditor to be submitted to the general meetings of shareholders.

(4) Systems to ensure properness of operations and overview of operational status of the systems

● Basic policy relating to the establishment of the internal control system

Below is an overview of decisions regarding systems for ensuring that the execution of duties by Directors comply with laws and regulations and the Articles of Incorporation, and other systems for ensuring proper operations.

- 1) Systems for ensuring that the execution of duties by Directors and employees comply with laws and regulations and the Articles of Incorporation, and any other systems for ensuring proper operations
 - * Appoint an Officer in charge of promoting compliance and establish a systematic framework.
 - * Establish a committee to deliberate matters regarding business ethics and compliance.
 - * Articulate "Our Compliance" as a code of conduct which must be adhered to by all employees of the Group when dealing with customers and society and take thorough efforts to promote awareness of that.
 - * To respond to issues with corporate ethics, we are working to build a whistle-blowing system.
- 2) Systems for the preservation and management of information relating to the execution of duties by Directors
 - * Establish an information management framework for the proper storage and management of documents relating to the execution of duties by Directors and other information based on the document management rules.
- 3) Rules and other systems for loss risk management and other systems
 - * Appoint an Officer in charge of promoting risk management and establish a systematic risk

management framework.

- * Establish the “Risk Management Regulations” for each division to work on prevention of and measures against risks in business activities, and conduct risk management at the company-wide level and relevant measures against large-scale disasters, spread of contagious diseases, cyberattacks, and other risks.
- * Regarding the Group’s risk management, strengthening the risk management system is conducted through discussion by the Company’s officers.

4) Systems to ensure efficiency of the execution of duties by Directors

- * Establish a framework centered on the Chief Officer system for monitoring the global execution of duties by the Board of Directors.
- * Make rapid and optimal business decisions and carry out operations efficiently and effectively with respect to regional business and execution functions, tailoring response to suit each region and workplace.
- * Management meetings deliberate important managerial matters within the scope of authority delegated by the Board of Directors.
- * Establish Corporate Strategy Committee for the extraction and handle issues for sharing group policies and realizing business plans, as well as enhancing the optimality and efficiency of business execution as a corporate group.

5) Systems to ensure the properness of operation of the Company and the corporate group constituted by the parent and subsidiaries

- * Formulate “Regulations on Control of Affiliate Companies” for the proper execution of tasks by all constituent companies of the Group, manage thereof according to such regulations, and receive reports from all constituent companies of the Group.
- * To establish an effective Group management system, we are organizing a Musashi Global Policy and working to improve the Group’s corporate governance.
- * All constituent companies of the Group conduct periodical self-assessment based on checklists.
- * The Internal Audit Office, an independent internal audit section of the Company, conducts audits on the status of the business execution of all sections and works to enhance internal auditing in each region and at subsidiaries and associates.
- * The Internal Audit Office informs the audited departments and audited companies about the results of internal audits, requests plans for measures to improve its observations and periodically confirms the status of progress on the improvement measures in addition to reporting to the Board of Directors as appropriate.

6) Matters concerning Directors and employees requested by Audit and Supervisory Committee to assist its duties, and matters regarding the independence of the Directors and employees from other Directors (excluding Directors serving as Audit and Supervisory Committee Members (hereinafter referred to as “Audit and Supervisory Committee Members”))

- * Provide assistance in the duties of Audit and Supervisory Committee in the internal audit section to contribute to the formation of an efficient and effective audit framework and deepen collaboration with such Audit and Supervisory Committee while ensuring the independence of the internal audit section.

7) System for reporting from Directors (excluding Audit and Supervisory Committee Members) and employees to Audit and Supervisory Committee, and other systems for reporting to Audit and Supervisory Committee

- * Periodical reports are made to Audit and Supervisory Committee on the status of the business of the

Company and subsidiaries, etc. as well as the status of preparation and operation of internal control system covering areas such as compliance and risk management. Also, other factors that may potentially have significant influence on the Company have to be reported.

- * Audit and Supervisory Committee Members have no obligation to report information obtained from Directors (excluding Audit and Supervisory Committee Members) or employees to the third parties, and may request Directors (excluding Audit and Supervisory Committee Members) to disclose reasons for the transfer, evaluation and disciplinary action, etc. of such employees who made reports.

8) Other systems to ensure that auditing by Audit and Supervisory Committee is conducted effectively

- * Form an audit framework and establish audit environment to increase the effectiveness of audits. Audit & Supervisory Committee conduct audits on the Company and subsidiaries, etc. in close collaboration with the Internal Audit Office, the internal audit section, and Audit & Supervisory Committee Members attend management meetings and other important meetings.
- * When an Audit and Supervisory Committee Member requests prepayment or reimbursement of expenses that arise in relation to the execution of duties or repayment of obligations incurred, the Company shall comply, except in cases where it can be proved that the expenses, etc. did not arise in relation to the execution of duties of the Audit and Supervisory Committee Member.

● Status of operation of the internal control system

Major operational status of the systems to ensure the adequacy of operations for the fiscal year under review is as follows:

1) Systems for ensuring that the execution of duties by Directors and employees comply with laws and regulations and the Articles of Incorporation, and any other systems for ensuring proper operations

- * The Company has appointed a compliance officer who promotes initiatives relating to compliance and has established an Internal Control Committee, deliberating business ethics and compliance.
- * The Company has implemented compliance training for all employees based on the “Our Compliance” code of conduct, and seeks to further enhance corporate ethics.
- * The Company has handled proposals regarding compliance concerns at the Musashi compliance hotline, the in-house reporting hotline. In addition to this hotline, there are also contact points set up with external lawyers and with the Audit and Supervisory Committee, improving the effectiveness of the system by creating an environment in which it is easier to disclose information. Furthermore, to enhance the effectiveness of the whistle-blowing system in the Group, the Company works to redevelop the system of each Group company and strengthen its operation, and monitors the status of each company.

2) System for the preservation and management of information relating to the execution of duties by Directors

- * The Company has preserved and managed information by prescribing matters relating to management and preservation period of documents in the document management rules.
- * The company has been properly managing information regarding the execution of duties of Directors. This has involved specifying the preservation period under the document management rules and indicating the degree of confidentiality under the Confidentiality Management Regulations.
- * The Company has been promoting appropriate management of business-related information by periodically reviewing rules concerning management and confidentiality of internal documents.

3) Rules concerning loss risk management and other systems

- * The Company has appointed a risk management officer who promotes initiatives concerning risk management. It has established a BCP Committee where it has deliberated business continuity risks and its countermeasures and developed the Business Continuity Plan (BCP).
 - * The Company has continuously conducted BCP drills for a large-scale earthquake with an assumption of the maximum risk.
 - * In accordance with the Crisis Management Regulations, the operational and business continuity risks are evaluated at the head office and Group companies, risks are identified and analyzed by the Group, and the Group's risk management is discussed at the Sustainability Strategy Committee, which is attended by Directors.
- 4) Systems to ensure efficiency of execution of duties by Directors
- * The Board of Directors have allocated duties of Directors and appointed executive officers, efficiently operating the duties. In addition, the management strategy and medium- to long-term management plans for the Group as a whole are actively deliberated with the aim of enhancing corporate value.
 - * As a company with an Audit and Supervisory Committee, the Company has delegated parts of the executions of important operations resolved at the Board of Directors Meeting to management meetings in accordance with the provisions of the Articles of Incorporation, making efficient and flexible management decisions.
 - * Execution of operations is performed with flexibility under the clear accountability of the executive officers.
 - * In order to share these policies with all Group companies and to achieve the aims of the business plan, in addition to holding the management strategy meeting to discuss issues and so on, the Company broadens the global platform by means of redesigning the core systems. Moreover, the Company speeds up decision-making on management through visualization using data to optimize the execution of duties and to improve efficiency for the Group as a whole.
- 5) Systems to ensure the adequacy of the business of the Company and the corporate group constituted by the parent company and subsidiaries
- * The Board of Directors has set out the basic policy relating to the establishment of the internal control system and is supervising the establishment and the operational status of the system of the Group.
 - * The Company has formulated the "Regulations on Control of Affiliate Companies," which stipulates matters to be reported from companies of the Group to the Head Office, and is managing companies of the Group.
 - * The Company is working to ensure that the shared rules (global policies) drawn up to contribute to the efficient management, and the unified administration of the Group as a whole, take root.
 - * Each companies of the Group periodically conduct self-assessment regarding laws and regulations complied and risks considered in business operations by using checklists. Based on the assessment results, the Internal Control Committee has deliberated issues which need to be taken as a Group.
 - * The Internal Audit Office belonging to the internal audit section of the Company periodically audits each section of the Company and companies of the Group.
- 6) Matters concerning a Director and employee who is to assist the duties of the Audit and Supervisory Committee and matters concerning the independence of such Director and employee from other Directors (excluding Directors serving as Audit and Supervisory Committee Members (hereinafter, the "Audit and Supervisory Committee Members"))
- * The Internal Audit Office independent from the business execution section assists the Audit and Supervisory Committee, thereby fortifying the auditing function. As the Internal Audit Office is an

office independent from other business execution sections, when assisting the duties of the Audit and Supervisory Committee, the Internal Audit Office follows the instructions of the Audit and Supervisory Committee.

- 7) System of reporting from Directors (excluding Audit and Supervisory Committee Members) and employees to the Audit and Supervisory Committee, and other systems reporting to the Audit and Supervisory Committee
 - * The internal audit section, internal control section and other business sections periodically report to the Audit and Supervisory Committee so that the Committee may obtain information necessary for auditing.
- 8) Other systems to ensure that auditing by the Audit and Supervisory Committee is conducted effectively
 - * In addition to the periodical audits conducted by the Audit and Supervisory Committee, the Company has developed an environment to enhance the efficacy of audits by working to understand the status surrounding the Company, as well as collaborating with the Internal Audit Office and providing opportunities for the Audit and Supervisory Committee Members to share information among them.
 - * The Audit and Supervisory Committee Members have attended management meetings and other important meetings, thus understanding the status of the operational execution. Furthermore, the Audit and Supervisory Committee Members have actively stated their opinions at the Board of Directors Meetings from the standpoint of audit and supervision, thereby strengthening the supervisory function.
 - * The Audit and Supervisory Committee Members have conducted audit by collaborating with the Internal Audit Office and being present in audits conducted by the Office.

Consolidated Balance Sheet

(As of March 31, 2025)

(Unit: million yen)

Account title	Amount	Account title	Amount
Assets	285,126	Liabilities	161,156
Current assets	146,908	Current liabilities	95,038
Cash and bank deposits	33,849	Notes and accounts payable – trade	22,342
Notes and accounts receivable – trade	51,033	Short-term loans payable	35,940
Merchandise and finished goods	11,518	Current portion of long-term loans payable	10,852
Work in process	11,059	Accounts payable – other	5,926
Raw materials and supplies	31,018	Accrued expenses	9,253
Others	9,052	Income taxes payable	2,069
Allowance for doubtful accounts	△622	Provision for bonuses	2,824
Non-current assets	138,218	Provision for directors' bonuses	61
Property, plant and equipment	111,216	Provision for product warranties	37
Buildings and structures	26,203	Allowance for loss on guarantees	200
Machinery, equipment and vehicles	61,595	Allowance for loss on litigation	162
Tools, furniture and fixtures	4,384	Others	5,367
Land	9,860	Non-current liabilities	66,117
Construction in progress	9,171	Long-term loans payable	49,996
Intangible assets	3,658	Deferred tax liabilities	5,233
Goodwill	815	Liabilities on employees' retirement benefits	8,247
Customer relationship assets	1,541	Others	2,640
Software	784	Net assets	123,969
Software in progress	7	Shareholders' equity	98,826
Others	509	Capital stock	5,639
Investments and other assets	23,343	Capital surplus	37
Investment securities	13,135	Retained earnings	93,157
Investments in capital	1,528	Treasury shares	△8
Long-term loans receivable	154	Accumulated other comprehensive income	15,935
Assets on employees' retirement benefits	661	Valuation difference on available-for-sale securities	3,221
Deferred tax assets	4,179	Foreign currency translation adjustment	12,350
Others	3,729	Remeasurements of defined benefit plan	362
Allowance for doubtful accounts	△45	Non-controlling interests	9,208
Total assets	285,126	Total liabilities and net assets	285,126

Note: Figures are presented with amounts less than one million yen truncated.

Consolidated Statement of Income
(April 1, 2024 - March 31, 2025)

(Unit: million yen)

Account title	Amount
Net sales	347,196
Cost of sales	294,535
Gross profit	52,660
Selling, general and administrative expenses	32,939
Operating income	19,720
Non-operating income	1,923
Interest income	557
Dividend income	495
Subsidy income	135
Compensation received	69
Others	666
Non-operating expenses	3,662
Interest expenses	2,363
Loss on valuation of investment securities	2
Foreign exchange losses	516
Share of loss of entities accounted for using equity method	363
Provision for allowance for doubtful accounts	125
Others	290
Ordinary income	17,981
Extraordinary income	154
Gain on sales of non-current assets	83
Insurance income	70
Extraordinary losses	2,787
Loss on sales of non-current assets	37
Loss on retirement of non-current assets	76
Impairment loss	717
Loss on valuation of investment securities	1,955
Profit before income taxes	15,348
Income taxes – current	6,551
Income taxes – deferred	△169
Profit	8,966
Profit attributable to non-controlling interests	1,183
Profit attributable to owners of parent	7,782

Note: Figures are presented with amounts less than one million yen truncated.

Consolidated Statement of Changes in Net Assets

(April 1, 2024 - March 31, 2025)

(Unit: million yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at April 1, 2024	5,602	—	88,650	△8	94,243
Changes of items during period					
Share issuance	37	37			75
Dividends of surplus			△3,275		△3,275
Profit attributable to owners of parent			7,782		7,782
Purchase of treasury shares				△0	△0
Net changes of items other than shareholders' equity					—
Total changes of items during period	37	37	4,507	△0	4,582
Balance at March 31, 2025	5,639	37	93,157	△8	98,826

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plan	Total accumulated other comprehensive income		
Balance at April 1, 2024	5,608	15,616	307	21,532	9,615	125,391
Changes of items during period						
Share issuance						75
Dividends of surplus						△3,275
Profit attributable to owners of parent						7,782
Purchase of treasury shares						△0
Net changes of items other than shareholders' equity	△2,386	△3,265	55	△5,597	△407	△6,004
Total changes of items during period	△2,386	△3,265	55	△5,597	△407	△1,422
Balance at March 31, 2025	3,221	12,350	362	15,935	9,208	123,969

Note: Figures are presented with amounts less than one million yen truncated.

Notes to Consolidated Financial Statements

1. Notes relating to the assumptions of the going concern

No items to report

2. Significant matters that serve as the basis for the preparation of consolidated financial statements

(1) Matters relating to the scope of consolidation

1) Status of consolidated subsidiaries

i) Number of consolidated subsidiaries:

36

ii) Names of consolidated subsidiaries:

Kyushu Musashi Seimitsu Co., Ltd.
Musashi Casting Co., Ltd..
Musashi Energy Solutions Co., Ltd.
Musashi Auto Parts Michigan Inc.
Musashi Auto Parts Canada Inc.
Musashi Auto Parts Mexico, S.A. de C.V.
Musashi do Brasil Ltda.
Musashi da Amazonia Ltda.
Musashi Auto Parts Co., Ltd.
P.T. Musashi Auto Parts Indonesia
Musashi Auto Parts India Pvt. Ltd.
Musashi Auto Parts Vietnam Co., Ltd.
Musashi Auto Parts (Zhongshan) Co., Ltd.
Musashi Auto Parts (Nantong) Co., Ltd.
Musashi Seimitsu Investment (Zhongshan) Co., Ltd.
Musashi Auto Parts (Tianjin) Co., Ltd.
Musashi Bockenau GmbH & Co.KG
Musashi Bad Sobernheim GmbH & Co.KG
Musashi Luechow GmbH
Musashi Hann. Muenden Holding GmbH
Musashi Hungary Fuzesabony Kft.
Musashi Spain Villalba S.L.
Musashi Holdings Europe GmbH
Musashi Hungary Manufacturing, Ltd.
Musashi AI Ltd.,
Musashi AI North America Inc.

(iii) Change in the scope of consolidation

Musashi WIRED Co., Ltd., for which we newly acquired shares, has been included in the scope of consolidation.

In addition, Musashi Delta e-Axle India Private Limited, which was newly established as a joint venture, has been included in the scope of application of the equity method.

2) Status of non-consolidated subsidiaries:

i) Names of principal non-consolidated subsidiaries:

icuco Inc.

ii) Reason for exclusion from the scope of consolidation

Non-consolidated subsidiaries are excluded from the scope of consolidation because their respective total assets, net sales, profit or loss, and retained earnings do not have a material effect on the consolidated financial statements.

(2) Matters concerning application of equity method

1) Status of non-consolidated subsidiaries and associates for which the equity method is applied

i) Number of non-consolidated subsidiaries and associates for which the equity method is applied: 3

ii) Name of principle subsidiaries, etc.;

Waphyto Inc. , 634 AI Ltd, Musashi Delta e-Axle India Private Limited

2) Status of non-consolidated subsidiaries and associates for which the equity method is not applied

i) Names of principal companies, etc.:

icuco Inc

ii) Reason for not applying equity method

Since non-consolidated subsidiaries and associates for which the equity method is not applied have an immaterial effect based on profit and loss (amount proportional to the ownership), retained earnings (amount proportional to the ownership) and others even if they are not accounted for by the equity method, and they also do not have a material effect on overall operations, they are excluded from the scope of the equity method.

(3) Items relating to the fiscal years, etc. of consolidated subsidiaries

The account closing date of the 7 consolidated subsidiaries of the Company is December 31. These 7 companies carry out settlement by provisional settlement on the consolidated settlement date.

(4) Matters regarding accounting policies

1) Valuation basis and method for significant assets

i) Securities

Available-for-sale securities

* Securities other than shares, etc. without market value

Market value method based on the market price as of the accounts settlement date (the full amount of the valuation difference is charged to net assets using the direct transfer to capital method, with the disposal cost determined by the moving average method)

* Shares without market value

Stated at cost using the moving average method

ii) Derivatives

Market value method

iii) Inventories

The Company and consolidated subsidiaries mainly state inventories at cost using the moving average method (figures on the balance sheet are adjusted by writing down the book value where the profitability declines), however, some overseas consolidated subsidiaries use the lower of cost or market method by the first-in first-out method or weighted average method.

2) Depreciation methods for material depreciable assets

i) Property, plant and equipment (excluding leased assets)

Depreciated using the straight-line method. Please note that the main useful lives are as follows.

Buildings and structures	20 to 50 years
Machinery, equipment and vehicles	5 to 20 years

ii) Intangible assets (excluding leased assets)

The straight-line method is applied. However, for software for internal use, the straight-line method is applied based on the expected usable period within the Group (mainly 5 years).

Furthermore, straight-line method is applied for customer relationship assets based on the expected usable period (5 to 11 years).

iii) Leased assets

Leased assets related to ownership transfer finance lease transactions

We use the same depreciation method applied to our own non-current assets.

Leased assets in non-ownership-transfer finance lease transactions

Depreciation is calculated on the straight-line method over the lease term as the useful life with no residual value.

iv) Right-of-use assets

For some of our overseas consolidated subsidiaries, we prepare financial statements in accordance with International Financial Reporting Standards, and we applied International Financial Reporting Standards No. 16 “Leases” (hereinafter referred to as “IFRS 16”). According to IFRS 16, all lessees of a lease are required to be recorded as assets and liabilities on the balance sheet. As for the depreciation method of right-of-use assets recorded as assets, we adopted a method of using the period of the lease period or the useful life of the asset, whichever is shorter, with the residual value being calculated as zero.

3) Accounting policy for significant provisions

i) Allowance for doubtful accounts

To provide for losses due to bad debt, the Group reserves an estimated bad debt allowance on ordinary receivables based on historical bad debt ratios and on highly doubtful receivables and other specified debt based on the recoverability from individual receivables.

ii) Provision for bonuses

To provide for the future payment of employee bonuses, the Company and some consolidated subsidiaries report the anticipated amount of bonus payments.

iii) Provision for directors’ bonuses

To provide for the future payment of directors’ bonuses, the Company and some consolidated subsidiaries report the anticipated amount of bonus payments.

iv) Provision for product warranties

To provide for product warranty expenses, the Group reports the anticipated amount of warranty expenses.

v) Allowance for loss on guarantees

In order to prepare for losses on guarantees, we take into account the financial position, etc. of the guaranteed party on an individual basis and record the estimated amount of loss to be borne. expenses.

vi) Allowance for loss on litigation

In order to prepare for contingent losses that may arise from litigation cases in the future, we have recorded reasonably calculated estimated losses.

4) Accounting policy for revenue and expenses

The Group recognizes revenue based on the following five step approach.

Step 1: Identify contract(s) with customer

Step 2: Identify the performance obligations in the contract(s)

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract(s)

Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

The Group primarily manufactures and sells automotive parts. Since the performance obligation is mainly identified as the delivery of the finished product to the customer, and control over the product is transferred to the customer at the time of delivery of the product, it is thus judged that the performance obligation is satisfied. We recognize revenue at the time of the delivery of the product. Consideration for these performance obligations is collected within approximately three months after the fulfillment of the performance obligations in accordance with separately stipulated payment terms, and does not include material financial elements. Revenue is measured by deducting discounts, etc., from the consideration promised in the contract with the customer.

5) Accounting policy for translating significant assets or liabilities denominated in foreign currencies into Japanese currency

Foreign currency-denominated receivables and payables are converted to yen at the spot exchange rate on the consolidated closing date and the translation adjustment is treated as a profit or loss. Please note that assets and liabilities of overseas subsidiaries and others are converted into yen based on the spot exchange rate on the day of consolidated closing date, and revenue and expenses are converted into yen by using the average exchange rate during the fiscal year, while the difference arising from the conversion is shown as foreign currency translation adjustment and non-controlling interests.

6) Hedge accounting method

i) Hedge accounting method

Deferred hedge accounting is used for derivative transactions satisfying hedge accounting requirements. However, appropriation accounting is applied to forward foreign exchange contracts and currency swap transactions that satisfy requirements for appropriation accounting, and special treatment is applied to the interest-rate swap transactions that meet the requirements for special treatment.

ii) Hedging instruments and hedged items

Hedging instruments	Forward foreign exchange contracts, currency swap transactions, and interest-rate swap transactions
Hedged items	Foreign currency denominated borrowings and foreign currency denominated trade receivables and payables

iii) Hedging policy

To avoid foreign exchange fluctuation risk for receivables and payables denominated in foreign currencies, the Group uses forward foreign exchange contracts and currency swap transactions. To avoid interest-rate fluctuation risk for borrowings, the Group uses interest-rate swap transactions.

It is our policy that these derivative transactions are carried out in accordance with its internal rules which stipulate authorization and limitation amount of transactions, and used to avoid foreign currency exchange and interest-rate fluctuation risks, and no speculative transactions are

allowed.

iv) Hedge effectiveness evaluation method

The effectiveness of hedges is evaluated by comparing the cumulative cash flow fluctuations of hedged items or market fluctuations with cumulative cash flow fluctuations of the hedging method or market fluctuations based on the changes of both.

Please note that this assessment is omitted for interest-rate swaps subject to special treatment.

7) Other significant matters that serve as the basis for the preparation of consolidated financial statements

i) Accounting treatment for retirement benefits

A. The attribution of benefits to periods of service

For the calculation of projected benefit obligation, the Group adopts the plan's benefit formula for the attribution of benefits to the end the fiscal year under review.

B. Accounting method of actuarial gains and losses and past service costs

Past service costs are amortized using the straight-line method over a certain period (mainly, 14 years), which is within the average remaining service period of the employees, when they are recognized.

Actuarial gains and losses will be amortized over a certain period (mainly, 14 years), which is within the average remaining service period of the employees, using the straight-line method, from the following fiscal year when the actuarial gains and losses is recognized.

ii) Method and period for amortization of goodwill

Straight-line method is applied for a period of 5 to 15 years.

iii) Application of the Group Totalization System

The Company and certain consolidated subsidiaries in Japan apply the group totalization system.

3. Notes relating to accounting estimates

Reasonable amounts for the accounting estimates have been calculated based on information available when preparing the consolidated financial statements. Accordingly, within the amounts based on accounting estimates and recorded in the consolidated financial statements for the fiscal year under review, the following items pose risk of significantly affecting the consolidated financial statements for the subsequent fiscal year.

(1) Impairment of non-current assets

1) Amounts ascribed to Musashi Auto Parts (Zhongshan) Co., Ltd. and Musashi Auto Parts (Tianjin) Co., Ltd non-current assets recorded in the consolidated financial statements for the fiscal year under review

i) Musashi Auto Parts (Zhongshan) Co., Ltd.

	Fiscal year ended March 31, 2025 (million yen)
Property, plant and equipment	9,180
Intangible assets.	10

ii) Musashi Auto Parts (Tianjin) Co., Ltd

	Fiscal year ended March 31, 2025 (million yen)
Property, plant and equipment	3,221
Intangible assets.	62

2) Information that contributes to understanding on the content of accounting estimates

i) Calculation method

Non-current assets of overseas subsidiaries are evaluated for whether or not there is any indication showing that non-current assets may be impaired based on the International Financial Reporting Standards. If there is any indication of impairment, impairment testing is performed. The Company reduces the book value to the recoverable amount upon consequently determining the necessity of recognizing an impairment loss after performing impairment testing, and accordingly recognizes that amount of decrease as an impairment loss.

The recoverable amount is calculated as the value in use of property, plant and equipment, which is the discounted present value of future cash flows during the expected period of the estimated remaining life of use.

In the fiscal year under review, indications of impairment were identified on non-current assets at Musashi Auto Parts (Zhongshan) Co., Ltd. and Musashi Auto Parts (Tianjin) Co., Ltd. due to a decline in operating income or loss as a result of a decrease in orders received from customers in line with a change in the Chinese automobile market. However, as the recoverable amount calculated based on the value in use exceeded the book value, no impairment loss was recognized.

ii) Major assumptions

Future cash flows, which are used to calculate the value in use, are calculated based on future business plans. The future business plans factor in major assumptions such as future net sales of products. Assumptions for future net sales of products are based on unofficial information from customers and premised on increasing volume of sales to Chinese customers. However, since the expected increase in the sales volume of products in the Chinese automobile market whose environment changes rapidly involves uncertainty, judgment on these assumptions significantly affects the estimate of future cash flows.

In addition, in estimating the discount rate used to measure the value in use, to select the calculation method and input data, a high level of expertise in evaluation is required.

iii) Effects on consolidated financial statements for the next fiscal year

If there is a change in the conditions on which the estimate was based or in the assumptions used due to a significant change in the business environment in the following fiscal year, an impairment loss may be recognized.

(2) Valuation of shares without market value

1) Amounts ascribed to share that do not have a market value recorded in the consolidated financial statement for the fiscal year under review

Investment securities: 4,579 million yen

2) Information that contribute to understanding the content of accounting estimates

i) Calculation method

The Company records shares that do not have a market value at their acquisition cost on the balance sheet, and reviews the possibility of recognizing impairment if such shares become subject to significant decrease in actual value. Among these shares, as for shares that the Company acquired at a price considerably higher than the net assets per share of the investee companies in anticipation of their excess earnings power, such as investment in start-up companies, if the excess earnings power, etc. has been impaired and the substantive value has declined significantly, an impairment loss will be recognized.

ii) Major assumptions

Examination of whether or not excess earnings power, etc. has been impaired requires understanding of the market environment to which the investee belongs and the status of product development, etc.

as well as judgment on the possibility of achieving the investee's business plans. The business plans factor in important assumptions such as an increase in net sales of the investee, and the achievement of the business plans involves high uncertainty. In addition, judgment of whether or not the excess earnings power, etc. for the shares has been impaired requires analysis of factors in the case where the business plans differ from actual results, and accordingly involves significant judgment.

iii) Effects on consolidated financial statements for the next fiscal year

With respect to shares that do not have a market value, the Company believes that if the excess earnings power, etc. has been impaired and the substantial value has declined significantly, the amount of an impairment loss to be recognized is likely to be material.

4. Notes to the consolidated balance sheet

(1) Amount of accumulated depreciation for property, plant and equipment

295,174 million yen

Accumulated depreciation includes accumulated impairment loss.

5. Notes to the consolidated statement of changes in net assets

(1) Matters concerning total number of issued shares

(thousand shares)

Types of shares	April 1, 2024	Increase	Decrease	March 31, 2025
Common shares	65,517	39	—	65,556

Note: The breakdown of the increase in the number of common shares is as follows:

- Increase due to the insurance of new shares as share-based remuneration with transfer restrictions: 39 thousand shares

(2) Matters concerning number of treasury shares

(shares)

Types of shares	April 1, 2024	Increase	Decrease	March 31, 2025
Common shares	31,040	4,785	—	35,825

Note: The breakdown of the increase in the number of common shares is as follows:

- Increase due to expiration of restricted stock incentive: 4,760 shares

- Increase due to the purchase of shares less than one unit: 25 shares

(3) Matters concerning dividends of surplus

1) Paid amount of dividends

i) Matters concerning dividends resolved at the 97th Annual Meeting of Shareholders held on June 27, 2024

* Total dividends	1,637 million yen
* Dividends per share	25 yen
* Record date	March 31, 2024
* Effective date	June 28, 2024

ii) Matters concerning dividends resolved at the Board of Directors Meeting held on November 7, 2024

* Total dividends	1,638 million yen
* Dividends per share	25 yen
* Record date	September 30, 2024
* Effective date	November 29, 2024

2) Of the dividends whose record date belongs to the fiscal year under review, dividends whose effective date falls in the next fiscal year

The following shall be presented at the 98th Annual Meeting of Shareholders to be held on June 26, 2025

* Total dividends	1,638 million yen
* Dividends per share	25 yen
* Record date	March 31, 2025
* Effective date	June 27, 2025
* Source of dividends	Retained earnings

6. Notes concerning financial instruments

(1) Matters concerning the conditions of financial instruments

The Group procures necessary capital through loans from banks and other financial institutions and through bond issuances. Temporary surplus funds are managed only as short-term deposits. Credit risk of customers in terms of notes and accounts receivable – trade are mitigated according to the Sales Management Rules. Investment securities are mainly shares, and we quarterly monitor the market prices of listed stock.

Borrowings are used as working capital and capital investment funds. Forward foreign exchange contracts and currency swap contracts are used against the exchange fluctuation risk for foreign-denominated borrowings, and interest rate swap contracts are used against interest rate fluctuation risk. Please note that derivative transactions are conducted only in the scope of actual demand according to internal rules.

(2) Matters concerning fair values, etc. of financial instruments

Amounts on the consolidated balance sheet, fair values and their differences at March 31, 2025 are as follows.

(Unit: million yen)			
	Consolidated balance sheet amount	Fair value	Difference
(1) Investment securities(*2)	8,555	8,555	—
Total assets	8,555	8,555	—
(2) Long-term loans payable (*4)	60,848	60,700	△148
Total liabilities	60,848	60,700	△148

(*1) Notes have been omitted for “cash and bank deposits,” “notes and accounts receivable – trade,” “notes and accounts payable – trade,” “short-term loans payable,” “accounts payable – other,” “accrued expenses,” and “income taxes payable,” because the fair values approach the book values given their short-term settlement.

(*2) Shares that do not have a market value, etc. are not included in “(1) Investment securities.” Book values of the financial instruments on the consolidated balance sheet are as follows.

Category	Fiscal year ended March 31, 2025 (million yen)
Unlisted equity securities, etc.	4,579

(*3) Among investments in capital recorded on the consolidated balance sheet at the end of the fiscal year under review, investments in partnerships, etc., in which an amount equivalent to equity is recorded as a net amount, are not subject to market value disclosure in accordance with the treatment stipulated in paragraph 24-16 of the “Implementation Guidance on Accounting Standard for Fair Value Measurement” (ASBJ Guidance No. 31, June 17, 2021). In addition, the total amount recorded on the consolidated balance sheet of the relevant financial instruments as of the end of the fiscal year under review was 1,461 million yen.

(*4) Includes current portion of long-term loans.

(3) Matters regarding the breakdown of financial instruments by each fair value level

The fair values of financial instruments are categorized into the following three levels, in accordance with

the observability and materiality of the inputs used in the fair value measurement.

Level 1 fair value: Fair value is calculated using the market price of the asset or liability that forms in an active market and is subject to such fair value measurement, among those observable inputs subject to fair value measurement

Level 2 fair value: Fair value is calculated using inputs subject to fair value measurement other than Level 1 inputs, among those observable inputs subject to fair value measurement

Level 3 fair value: Fair value calculated using unobservable inputs subject to fair value measurement

(4) Financial instruments recorded in the consolidated balance sheet at fair value

Category	Fair value (million yen)			
	Level1	Level2	Level3	Total
Investment securities				
Available-for-sale securities				
Shares	6,647	-	-	6,647
Convertible bonds	-	-	1,908	1,908
Total assets	6,647	-	1,908	8,555

(5) Financial instruments other than financial instruments recorded in the consolidated balance sheet at fair value

Category	Fair value (million yen)			
	Level1	Level2	Level3	Total
Long-term loans payable		60,700		60,700
Total liabilities		60,700		60,700

Note1: Explanation of the valuation methods and inputs used in fair value measurement

Investment securities

Listed shares are valued using market price. Listed shares are categorized as Level 1 fair value because they are traded on active markets.

Convertible bonds with stock acquisition rights are calculated using valuation techniques such as the discounted cash flow method, and are classified as the Level 3 fair value.

Long-term loans payable

Long-term loans payable is categorized as Level 2 fair value, the fair value of which is calculated at the present value equal to the total of capital and interests discounted by an interest rate reflecting the remaining terms adjusted for credit risk.

Please note that, for loans requiring interest rate renewals at certain periods, their fair value is roughly equal to book value, and therefore they are determined by the relevant book value.

Note 2: The note has been omitted due to the lack of significance of the information on the Level 3 fair value of the financial assets and liabilities, which are recorded on the consolidated balance sheet at the fair value.

7. Notes concerning revenue recognition

(1) Information on disaggregation of revenue arising from contracts with customers

(Unit: million yen)

	Japan	America	Asia	China	Europe	Total
Honda Motor Co., Ltd. and its subsidiaries and associates	23,627	83,016	58,267	10,020	0	174,931
Global Customer	16,285	21,549	23,635	21,518	89,274	172,265
Revenue from contracts with customers	39,913	104,566	81,903	31,539	89,274	347,196
Other revenues	—	—	—	—	—	—

Net sales to external customers	39,913	104,566	81,903	31,539	89,274	347,196
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(2) Basic information for understanding revenue

Basic information for understanding revenue is stated in “2. Significant matters that serve as the basis for the preparation of consolidated financial statements, (4) Matters regarding accounting policies, 4) Accounting policy for revenue and expenses.”

(3) Information about the relationship between the satisfaction of performance obligations under contracts with customers and cash flows from such contracts, and the amount and timing of revenue expected to be recognized from contracts with customers that existed at the end of the fiscal year under review in the following fiscal year and thereafter

1) Balance of contract assets and contract liabilities, etc.

No items to report.

2) Transaction price allocated to remaining performance obligations

Since the Group does not have any significant transactions with an expected contract period of more than one year on an individual basis, we omit the description of information on remaining performance obligations.

Please note that there is no significant amount of consideration arising from a contract with a customer that is not included in the transaction price.

8. Per share information

(1) Net assets per share: 1,751.52yen

(2) Earnings per share: 118.80yen

9. Notes concerning business combinations

(Business combination)

Business combination through acquisition

(1) Outline of the business combination

(i) Name of the acquired company and description of its business

Name of the acquired company: Musashi WIRED Co., Ltd. (former company name: WIRED Co., Ltd.)

Business description: Various development, prototyping, mass production and contract processing using laser processing technology

(ii) Major reason for the business combination

Through collaboration with WIRED Co., Ltd. based on the capital partnership, the Company will promote application of the Group's laser technology in a broad range of fields while maintaining the traditional management policy of WIRED Co., Ltd., and sustaining and expanding its existing business. At the same time, in particular, the Company will work together as one team to build a next-generation core technology that will become essential to hybrid supercapacitors for which demand is expected to expand in the future. Furthermore, both companies will aim to develop a solution business through synergies of both companies' technologies in order to enhance competitiveness for new needs in the global market.

(iii) Date of the business combination

April 26, 2024 (date of obtaining control)

May 31, 2024 (deemed acquisition date)

(iv) Legal form of the business combination

Acquisition of shares in exchange for cash

(v) Name of the company after the business combination

No change.

(vi) Ratio of voting rights obtained

60%

(vii) Main rationale for determining the acquired company

This is because the Company acquired the shares in exchange for cash.

(2) Period of earnings results of the acquired company included in consolidated financial statements

From June 1, 2024 to February 28, 2025

(3) Breakdown of acquisition cost and consideration for the acquired company by type

Consideration for acquisition: Cash 360 million yen

Acquisition cost: 360 million yen

(4) Amount of goodwill arising, reason for the goodwill, amortization method and amortization period

(i) Amount of goodwill arising

353 million yen

(ii) Reason for the goodwill

Mainly excess earnings power expected from future business development

(iii) Amortization method and amortization period

Straight-line amortization over a period of five years

10. Notes concerning significant subsequent events

No items to report.

Non-consolidated Balance Sheet

(As of March 31, 2025)

(Unit: million yen)

Account title	Amount	Account title	Amount
Assets	140,451	Liabilities	84,732
Current assets	24,524	Current liabilities	38,965
Cash and bank deposits	890	Electronically recorded obligations – operating	2,388
Accounts receivable – trade	11,945	Accounts payable – trade	5,917
Finished goods	2,185	Short-term loans payable	12,724
Work in process	1,479	Current portion of long-term loans payable	12,560
Raw materials and supplies	1,216	Lease obligations	39
Short-term loans receivable	7,318	Accounts payable – other	670
Current portion of long-term loans receivable	4	Accrued expenses	2,326
Prepaid expenses	448	Income taxes payable	253
Accounts receivable – other	1,084	Deposits received	218
Others	1,385	Provision for bonuses	1,205
Allowance for doubtful accounts	△3,434	Provision for directors' bonuses	61
Non-current assets	115,926	Provision for product warranties	13
Property, plant and equipment	12,418	Allowance for loss on guarantees	200
Buildings	3,142	Notes payable – facilities	273
Structures	124	Others	112
Machinery and equipment	5,598	Non-current liabilities	45,766
Vehicles	49	Long-term loans payable	45,150
Tools, furniture and fixtures	488	Lease obligations	72
Land	2,953	Deferred tax liabilities	410
Construction in progress	59	Long-term accounts payable – other	71
Intangible assets	855	Asset retirement obligations	63
Goodwill	515	Net assets	55,718
Technology-related assets	87	Shareholders' equity	52,664
Software	234	Capital stock	5,639
Software in progress	7	Capital surplus	5,380
Others	10	Legal capital surplus	5,380
Investments and other assets	102,653	Retained earnings	41,652
Investment securities	4,704	Legal retained earnings	306
Shares of subsidiaries and associates	66,154	Other retained earnings	41,346
Investments in capital	1,472	General reserve	23,500
Long-term loans receivable from subsidiaries and associates	13,116	Retained earnings brought forward	17,846
Investments in capital of subsidiaries and associates	19,237	Treasury shares	△8
Long-term prepaid expenses	134	Valuation and translation adjustments	3,054
Others	155	Valuation difference on available-for-sale securities	3,054
Allowance for doubtful accounts	△2,321		
Total assets	140,451	Total liabilities and net assets	140,451

Note: Figures are presented with amounts less than one million yen truncated.

Non-consolidated Statement of Income

(April 1, 2024 - March 31, 2025)

(Unit: million yen)

Account title	Amount
Net sales	58,643
Cost of sales	44,275
Gross profit	14,368
Selling, general and administrative expenses	9,750
Operating income	4,617
Non-operating income	11,501
Interest income	576
Dividend income	9,907
Others	1,016
Non-operating expenses	2,087
Interest expenses	788
Loss on valuation of investment securities	50
Provision for doubtful accounts	1,107
Foreign exchange losses	123
Others	17
Ordinary income	14,031
Extraordinary income	1
Gain on sales of non-current assets	1
Extraordinary loss	2,506
Loss on retirement of non-current assets	6
Loss on valuation of investment securities	1,955
Loss on debt waiver to subsidiaries and associates	544
Profit before income taxes	11,526
Income taxes – current	2,029
Income taxes – deferred	△132
Profit	9,629

Note: Figures are presented with amounts less than one million yen truncated.

Non-consolidated Statement of Changes in Net Assets
(April 1, 2024 - March 31, 2025)

(Unit: million yen)

	Shareholders' equity							
	Capital stock	Capital surplus	Retained earnings				Treasury shares	Total shareholders' equity
		Legal capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings		
				General reserve	Retained earnings brought forward			
Balance at April 1, 2024	5,602	5,343	306	23,500	11,491	35,298	△8	46,234
Changes of items during period								—
Share issuance	37	37						75
Dividends of surplus					△3,275	△3,275		△3,275
Profit					9,629	9,629		9,629
Purchase of treasury shares							△0	—△0
Net changes of items other than shareholders' equity								—
Total changes of items during period	37	37	—	—	6,354	6,354	—	6,429
Balance at March 31, 2025	5,639	5,380	306	23,500	17,846	41,652	△8	52,664

	Valuation and translation adjustments		Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at April 1, 2024	5,319	5,319	51,554
Changes of items during period			—
Share issuance			775
Dividends of surplus			△3,275
Profit			9,629
Purchase of treasury shares			△0
Net changes of items other than shareholders' equity	△2,265	△2,265	△2,265
Total changes of items during period	△2,265	△2,265	4,164
Balance at March 31, 2025	3,054	3,054	55,718

Note: Figures are presented with amounts less than one million yen truncated.

Notes to Non-consolidated Financial Statements

1. Notes relating to the assumptions of the going concern
No items to report
2. Matters pertaining to significant accounting policies
 - (1) Valuation basis and method for securities
 - 1) Shares of subsidiaries and associates
Stated at cost using the moving average method
 - 2) Available-for-sale securities
 - * Securities with market value
Market value method based on the market price as of the accounts settlement date (the full amount of the valuation difference is charged to net assets using the direct transfer to capital method, with the disposal cost determined by the moving average method)
 - * Securities without market value
Stated at cost using the moving average method
 - (2) Valuation basis and method for derivative transactions
Market value method
 - (3) Valuation basis and method for inventories
 - 1) Finished goods, work in process and raw materials
Cost using the moving average method (figures on the balance sheet are adjusted by writing down the book value where the profitability declines)
However, machinery purchased for sale and in-house manufactured machinery are recorded at cost using the individual method
 - 2) Supplies of metal molds
Stated at cost using the individual method
 - 3) Other supplies
Stated at cost using the final purchase cost method
 - (4) Depreciation method for non-current assets
 - 1) Property, plant and equipment (excluding leased assets)
Straight-line method
Please note that the main useful lives are as follows.

Buildings	31 to 47 years
Machinery and equipment	9 years
 - 2) Intangible assets (excluding leased assets)
 - i) Software for internal use
The straight-line method is applied based on the expected usable period within the Company (5 years).
 - ii) Other intangible assets
Straight-line method
 - 3) Leased assets
Leased assets in non-ownership-transfer finance lease transactions
Depreciation is calculated on the straight-line method over the lease term as the useful life with no residual value.
 - (5) Accounting policy for provisions
 - 1) Allowance for doubtful accounts
To provide for losses due to bad debt, the Company reserves an estimated bad debt allowance on ordinary receivables based on historical bad debt ratios and on highly doubtful receivables and other specified debt based on the recoverability from individual receivables.

2) Provision for bonuses

To provide for the future payment of employee bonuses, the Company reports the anticipated amount of bonus payments.

3) Provision for directors' bonuses

To provide for the future payment of directors' bonuses, the Company reports the anticipated amount of bonus payments.

4) Provision for product warranties

To provide for product warranty expenses, the Company reports the anticipated amount of warranty expenses.

5) Allowance for loss on guarantees

In order to prepare for losses on guarantees, we take into account the financial position, etc. of the guaranteed party on an individual basis and record the estimated amount of loss to be borne.

(6) Basis for conversion of assets and liabilities denominated in foreign currencies into Japanese currency

Foreign currency-denominated assets and liabilities are converted to yen at the spot exchange rate on the closing date and the translation adjustment is treated as a profit or loss.

(7) Accounting policy for revenue and expenses

The Group recognizes revenue based on the following five step approach.

Step 1: Identify contract(s) with customer

Step 2: Identify the performance obligations in the contract(s)

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract(s)

Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

The Group primarily manufactures and sells automotive parts. Since the performance obligation is mainly identified as the delivery of the finished product to the customer, and control over the product is transferred to the customer at the time of delivery of the product, it is thus judged that the performance obligation is satisfied. We recognize revenue at the time of the delivery of the product. Consideration for these performance obligations is collected within approximately three months after the fulfillment of the performance obligations in accordance with separately stipulated payment terms, and does not include material financial elements. Revenue is measured by deducting discounts, etc., from the consideration promised in the contract with the customer.

(8) Hedge accounting method

1) Hedge accounting method

Deferred hedge accounting is used for derivative transactions satisfying hedge accounting requirements. However, appropriation accounting is applied to forward foreign exchange contracts and currency swap transactions that satisfy requirements for appropriation accounting, and special treatment is applied to the interest-rate swap transactions that meet the requirements for special treatment.

2) Hedging instruments and hedged items

Hedging instruments	Forward foreign exchange contracts, currency swap transactions and interest-rate swap transactions
Hedged items	Foreign currency denominated borrowings and foreign currency denominated trade receivables and payables

3) Hedging policy

To avoid foreign exchange fluctuation risk for receivables and payables denominated in foreign currencies, the Company uses forward foreign exchange contracts and currency swap transactions. To avoid interest-rate fluctuation risk for borrowings, the Company uses interest-rate swap transactions. It is our policy that these derivative transactions are carried out in accordance with its internal rules which stipulate authorization and limitation amount of transactions, and used to

avoid foreign currency exchange and interest-rate fluctuation risks, and no speculative transactions are allowed.

4) Hedge effectiveness evaluation method

The effectiveness of hedges is evaluated by comparing the cumulative cash flow fluctuations of hedged items or market fluctuations with cumulative cash flow fluctuations of the hedging method or market fluctuations based on the changes of both.

Please note that this assessment is omitted for interest-rate swaps subject to special treatment.

(9) Other significant matters that serve as the basis for the preparation of financial statements

1) Method and period for amortization of goodwill

Straight-line method is applied for a period of 5 years.

3. Notes relating to significant accounting estimates

(1) Valuation of shares without market value

1) Amount recorded in the consolidated financial statements for the fiscal year under review

Investment securities: 2,711 million yen

2) Information that contributes to understanding on the content of accounting estimates

The information is the same as the content of "4. Notes relating to accounting estimates, (2) Valuation of shares without market value, 2) Information that contributes to understanding the content of accounting estimates" in the notes to the consolidated financial statements.

4. Notes to the non-consolidated balance sheet

(1) Claims and obligations with respect to subsidiaries and associates

Short-term cash credit 17,576 million yen

Long-term cash credit 13,161 million yen

Short-term cash debt 6,574 million yen

(2) Amount of accumulated depreciation for property, plant and equipment

43,347 million yen

(3) Contingent liabilities

Guarantee obligations

The following guarantees are made with respect to loans from financial institutions of subsidiaries and associates

(Unit: million yen)

Company name	Guarantee balance
Musashi Europe GmbH	26,905
Musashi Auto Parts Michigan Inc.	224
Total	27,129

5. Notes to the non-consolidated statement of income

Transactions with subsidiaries and associates

Net sales 46,583 million yen

Purchases 18,734 million yen

Transactions other than operational transactions 11,429 million yen

6. Notes to the non-consolidated statement of changes in net assets

Matters concerning number of treasury shares

(shares)

Types of shares	April 1, 2024	Increase	Decrease	March 31, 2025
Common shares	31,040	4,785	–	35,825

Notes: The breakdown of the increase in the number of common shares is as follows:

- Increase due to expiration of restricted stock incentive: 4,760 shares
- Increase due to the purchase of shares less than one unit: 25 shares

7. Notes concerning tax effect accounting

(1) Breakdown of major causes for the occurrence of deferred tax assets and deferred tax liabilities

(Unit: million yen)

Deferred tax assets

Payable for enterprise tax refund	54
Provision for bonuses	362
Provision for directors' bonuses	18
Accrued social security premiums	61
Inventories, etc.	239
Over depreciation	171
Directors' retirement benefits payable	22
Allowance for loss on guarantees	61
Loss on valuation of investment securities	1,213
Loss on sales of shares of subsidiaries and associates	6,228
Allowance for doubtful accounts	1,782
Shares of subsidiaries acquisition costs	29
Others	79
Subtotal deferred tax assets	10,324
Valuation allowance	△9,337
Total deferred tax assets	987

Deferred tax liabilities

Valuation difference on available-for-sale securities	△1,297
Others	△99
Total deferred tax liabilities	△1,397
Net deferred tax assets (liabilities)	△410

(2) Accounting treatment of corporate and local income taxes and related tax effect accounting

The Company and certain consolidated subsidiaries in Japan applies the group tax sharing system.

Accordingly, the accounting treatment and disclosure of corporate and local income taxes and tax effect accounting are in accordance with the "Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System" (ASBJ PITF No. 42, August 12, 2021).

8. Notes concerning transactions with related parties

(1) Parent company and principal corporate shareholder

Category	Company name	Ownership percentage of voting rights (%)	Relationship	Transaction details	Transaction amounts (million yen) (Note 2)	Account item	Fiscal year-end balance (million yen) (Note 2)
Other affiliate	Honda Motor Co., Ltd.	25.0	Sale of the Company's products	Sales of products (Note 1)	22,405	Accounts receivable – trade	2,803

Conditions of transactions and policy for determining the conditions of transactions

- Notes:
1. Sale prices are determined by drafting estimates taking into consideration market values based on economic rationality and the Company's production technologies, etc. which are submitted for negotiation.
 2. Consumption taxes are excluded from transaction amounts, but included in balances at fiscal year-end.

(2) Subsidiaries

Category	Company name	Ownership percentage of voting rights (%)	Relationship	Transaction details	Transaction amounts (million yen)	Account item	Fiscal year-end balance (million yen)
Subsidiary	Kyushu Musashi Seimitsu Co., Ltd.	100.0	Product purchasing and Secondment of officers	Product purchasing (Note 1)	10,957	Accounts payable – trade	2,751
Subsidiary	Musashi Energy Solutions Co., Ltd.	100.0	Capital lending and secondment of officers	Capital lending Capital recovery	5,359 4,168	Short-term loans receivable (Note 4)	5,359
				Receipt of interest (Note 3)	23	-	-
Subsidiary	Musashi Auto Parts India Pvt. Ltd.	100.0	Sales of products	Sales of products (Note 1)	3,458	Accounts receivable - trade	1,955
Subsidiary	Musashi Auto Parts Mexico, S.A. de C.V.	100	Sales of products and Capital lending	Sales of products (Note 1)	5,841	Accounts receivable - trade	1,540
				Capital lending	3,085	Long-term loans receivable	3,085
				Receipt of interest (Note 3)	66	Accrued interest	15
Subsidiary	P.T. Musashi Auto Parts Indonesia	80.0	Capital borrowing	Capital borrowing Capital repayment	1,660 2,694	Current portion of long-term loans payable	1,660
				Payment of interest (Note3)	192	-	-
Subsidiary	Musashi Europe GmbH.	100.0	Capital lending Debt guarantees and Secondment of officers	Underwriting of debt guarantees (Note 2)	26,905	-	-
				Guarantee commissions income (Note 2)	707	Accounts receivable – other	77
				Capital lending Capital recovery (Note 2)	7,362	Long-term loans receivable	7,362
				Receipt of interest (Note 3)	228	Accrued interest	-
Subsidiary	Musashi Hungary Manufacturing, Ltd.,	100.0	Purchase of property, plant and equipment	Purchase of buildings	955	-	-

Category	Company name	Ownership percentage of voting rights (%)	Relationship	Transaction details	Transaction amounts (million yen)	Account item	Fiscal year-end balance (million yen)
				Purchase of machinery and equipment	2,031		
				Purchase of land	312		

Conditions of transactions and policy for determining the conditions of transactions

- Notes:
1. Prices and other transaction requirements are determined based on basic agreements with subsidiaries and taking into account market conditions.
 2. Debt guarantees are underwritten by each company for loans from financial institution, no guarantee commissions are received. However, guarantee commissions are received from Musashi Europe GmbH.
 3. Interest rate in capital lending and borrowing is reasonably determined in consideration of market interest rate.
 4. A total of 2,679 million yen of allowance for doubtful accounts was carried forward in the current fiscal year for loans to Musashi Energy Solutions Co.
 5. Consumption taxes are excluded from transaction amounts, but included in balances at fiscal year-end.

9. Notes concerning revenue recognition

The information is the same as the content of “8. Notes concerning revenue recognition” in the notes to the consolidated financial statements.

10. Per share information

- (1) Net assets per share: 850.40yen
- (2) Earnings per share: 146.99yen

11. Significant subsequent events

No items to report.

Independent Auditor's Report

May 16, 2025

To the Board of Directors of Musashi Seimitsu Industry Co., Ltd.

KPMG AZSA LLC

Tokyo Office

Hajime Nagata

Designated Limited Liability Partner,
Engagement Partner,
Certified Public Accountant

Masahiro Morita

Designated Limited Liability Partner,
Engagement Partner,
Certified Public Accountant

Maki Kawaguchi

Designated Limited Liability Partner,
Engagement Partner,
Certified Public Accountant

Audit Opinion

Pursuant to Article 444, paragraph (4) of the Companies Act, we have audited the accompanying consolidated financial statements, which comprise the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in equity, and the notes to the consolidated financial statements of Musashi Seimitsu Industry Co., Ltd. (the "Company") applicable to the fiscal year from April 1, 2024 to March 31, 2025.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and results of operations of the Group, which consisted of the Company and its consolidated subsidiaries, applicable to the fiscal year ended March 31, 2024, in accordance with accounting principles generally accepted in Japan.

Basis for Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Company and its subsidiaries in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other contents

The other contents included are the Business Report and supplementary statements. Management is responsible for the preparation and presentation of the other contents. In addition, Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for establishing a process for the reporting of the other contents, and monitoring the directors' execution of duties in the operations. We have not included the other contents in the auditor's opinion in respect to the consolidated financial statements, nor will express our opinion in respect to the other contents.

Our responsibility in auditing the consolidated financial statements is to read through the other contents, and examine whether there are any significant discrepancies between the other contents read and the consolidated financial statements or knowledge obtained in the course of carrying out the audit, as well as pay attention to whether there are any signs of significant errors in the other contents other than such significant discrepancies.

If we deem, based on the work carried out, that the other contents contain significant errors, we are required to report such facts.

In relation to the other contents, it is not an item that we must report on.

Responsibilities of Management and the Audit and Supervisory Committee for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan; this includes the maintenance and operation of such internal control as management determines is necessary to enable the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements with the assumption of the Group's ability to continue as a going concern and disclosing, as required by accounting principles generally accepted in Japan, matters related to going concern.

The Audit and Supervisory Committee is responsible for overseeing the Directors' performance of duties within the maintenance and operation of the financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our responsibilities are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion on the consolidated financial statements based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate they could reasonably be expected to influence the decisions of users taken on the basis of the consolidated financial statements.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- * Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks. Selecting audit procedures to be applied is at the discretion of the auditor. Obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- * In making those risk assessments, we consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the purpose of the audit of the consolidated financial statements is not expressing an opinion on the effectiveness of the Group's internal control.
- * Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates by management and related notes thereto.
- * Conclude on the appropriateness of management's use of the going concern basis for preparing the consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related notes to the consolidated financial statements or, if the notes to the consolidated financial statements on material uncertainty are inadequate, to express a qualified opinion with exceptions on the consolidated financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to

cease to continue as a going concern.

* Evaluate whether the presentation of the consolidated financial statements and the notes thereto are in accordance with accounting standards generally accepted in Japan, as well as evaluate the overall presentation, structure and content of the consolidated financial statements, including the related notes thereto, and whether the consolidated financial statements fairly represent the underlying transactions and accounting events.

* Plan and perform audit of the consolidated financial statements to obtain sufficient and appropriate audit evidence regarding the financial information of the Company and its consolidated subsidiaries to provide a basis for our opinion on the consolidated financial statements. We are responsible for the direction, supervision and inspection of the audit of the consolidated financial statements. We remain solely responsible for our audit opinion.

We communicate with the Audit and Supervisory Committee regarding the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit, and other matters required by auditing standards.

We also provide the Audit and Supervisory Committee with a statement that we have complied with the ethical requirements in Japan regarding independence that are relevant to our audit of the financial statements, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and Where measures have been taken to remove disincentives or safeguards have been applied to reduce disincentives to an acceptable level.

Conflicts of Interest

We or engagement partners have no interest in the Company and its consolidated subsidiaries which should be disclosed in accordance with the Certified Public Accountants Act.

Independent Auditor's Report

May 16, 2025

To the Board of Directors of Musashi Seimitsu Industry Co., Ltd.

KPMG AZSA LLC

Tokyo Office

Hajime Nagata

Designated Limited Liability Partner,
Engagement Partner,
Certified Public Accountant

Masahiro Morita

Designated Limited Liability Partner,
Engagement Partner,
Certified Public Accountant

Maki Kawaguchi

Designated Limited Liability Partner,
Engagement Partner,
Certified Public Accountant

Audit Opinion

Pursuant to Article 436, paragraph (2), item (i) of the Companies Act, we have audited the non-consolidated financial statements, which comprise the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in equity, the notes to non-consolidated financial statements and the supplementary schedules (hereinafter referred to as "Financial Statements, etc.") of Musashi Seimitsu Industry Co., Ltd. (the "Company") applicable to the Company's 98th fiscal year from April 1, 2024 to March 31, 2025.

In our opinion, the Financial Statements, etc. referred to above present fairly, in all material respects, the financial position and results of operations, applicable to the fiscal year ended March 31, 2024, in accordance with accounting principles generally accepted in Japan.

Basis for Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the non-consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other contents

The other contents included are the Business Report and supplementary statements. Management is responsible for the preparation and presentation of the other contents. In addition, Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for establishing a process for the reporting of the other contents, and monitoring the directors' execution of duties in the operations. We have not included the other contents in the auditor's opinion in respect to the consolidated financial statements, nor will express our opinion in respect to the other contents.

Our responsibility in auditing the non-consolidated financial statements is to read through the other contents, and examine whether there are any significant discrepancies between the other contents read and the non-consolidated financial statements or knowledge obtained in the course of carrying out the audit, as well as pay attention to whether there are any signs of significant errors in the other contents other than such significant discrepancies.

If we deem, based on the work carried out, that the other contents contain significant errors, we are required to report such facts.

In relation to the other contents, it is not an item that we must report on.

Responsibilities of Management and the Audit and Supervisory Committee for the Non-consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the Financial Statements, etc. in accordance with accounting principles generally accepted in Japan; this includes the maintenance and operation of such internal control as management determines is necessary to enable the preparation and fair presentation of Financial Statements, etc. that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, etc., management is responsible for assessing whether it is appropriate to prepare the Financial Statements, etc. with the assumption of the Group's ability to continue as a going concern and disclosing, as required by accounting principles generally accepted in Japan, matters related to going concern.

The Audit and Supervisory Committee is responsible for overseeing the Directors' performance of duties within the maintenance and operation of the financial reporting process.

Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements

Our responsibilities are to obtain reasonable assurance about whether the non-consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion on the non-consolidated financial statements based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate they could reasonably be expected to influence the decisions of users taken on the basis of the non-consolidated financial statements.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- * Identify and assess the risks of material misstatement of the non-consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks. Selecting audit procedures to be applied is at the discretion of the auditor. Obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In making those risk assessments, we consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the purpose of the audit of the Financial Statements, etc. is not expressing an opinion on the effectiveness of the Group's internal control.

- * Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates by management and related notes thereto.

Conclude on the appropriateness of management's use of the going concern basis for preparing the Financial Statements, etc. and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related notes to the non-consolidated financial statements or, if the notes to the non-consolidated financial statements on material uncertainty are inadequate, to express a qualified opinion with exceptions on the non-consolidated financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to

continue as a going concern.

* Evaluate whether the presentation of the non-consolidated financial statements and the notes thereto are in accordance with accounting standards generally accepted in Japan, as well as evaluate the overall presentation, structure and content of the non-consolidated financial statements, including the related notes thereto, and whether the non-consolidated financial statements fairly represent the underlying transactions and accounting events.

We communicate with the Audit and Supervisory Committee regarding the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit, and other matters required by auditing standards.

We also provide the Audit and Supervisory Committee with a statement that we have complied with the ethical requirements in Japan regarding independence that are relevant to our audit of the financial statements, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and Where measures have been taken to remove disincentives or safeguards have been applied to reduce disincentives to an acceptable level.

Conflicts of Interest

We or engagement partners have no interest in the Company which should be disclosed in accordance with the Certified Public Accountants Act.

Audit Report

The Audit and Supervisory Committee has conducted audit on the performance of duties of the Directors during the 98th fiscal year from April 1, 2024 to March 31, 2025, and hereby reports the methods and results of audit as follows:

1. Auditing Methods and Contents

The Audit and Supervisory Committee regularly received reports from Directors and employees on the contents of regulation of the Board of Directors relating to the matters set forth in the Article 399-13, paragraph 1, item 1 (b) and (c) of the Companies Act and the status of the establishment and operation of the system (internal control system) established in accordance with the resolution, demanded explanations, as the occasion demanded, and expressed its opinions. The audit was conducted by the following methods.

- 1) In accordance with the Audit and Supervisory Committee's auditing standards, auditing policies, share of assignment, and other matters stipulated by the Audit and Supervisory Committee, we cooperated with the Internal Auditing Department and other departments for internal control; attended important meetings utilizing online meeting tools, etc.; received reports of execution of duties from Directors and employees; demanded explanations, as the occasion demanded; inspected important documents; and investigated the activities and assets of the head office and of other principal places of business.
As for the subsidiaries, we communicated and exchanged information with the Directors and Audit & Supervisory Board Members, etc. of the subsidiaries, and received reports on their business operations as the occasion demanded.
- 2) We monitored and verified whether or not the Financial Auditor had maintained their independent positions and had conducted appropriate audits and received reports on activities of execution of duty from the financial auditor and received explanation as the occasion demanded. Also, we received notice that the "system to assure that duty is executed appropriately" (the matters listed in the items of Article 131 of the Corporate Accounting Rules) has been maintained in accordance with the "Quality Control Standards for Audits" (the Business Accounting Council) from the Financial Auditor and demanded explanation as the occasion demanded.

Based on the above methods, we examined the business report and accompanying financial schedule for the relevant fiscal year, non-consolidated financial statements (non-consolidated balance sheet, non-consolidated statement of income, non-consolidated statements of changes in equity and notes to non-

consolidated financial statements) and accompanying financial schedule as well as the consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statements of changes in equity and the notes to consolidated financial statements).

2. Results of Audit

(1) Results of audit on the business report

- 1) The business report and accompanying schedule are found to accurately present the status of the Company in conformity with the laws and regulations and Articles of Incorporation.
- 2) In connection with the performance by the Directors of their duties, no dishonest act or significant fact of a violation of laws, regulations, or the Articles of Incorporation is found to exist.
- 3) The contents of the resolutions of the Board of Directors regarding the internal control systems are found to be proper. Also, the descriptions in the business report and execution of duty by the Directors regarding the relevant internal control system are found to accurately present the matters to be stated therein and have nothing to be pointed out including the internal control system regarding financial reporting.

(2) Results of audit on the consolidated financial statements

The methods and results of the audit made by the Financial Auditor, KPMG AZSA LLC, an incorporated auditing firm, are found to be proper.

(3) Results of audit on the non-consolidated financial statements and accompanying financial schedule

The methods and results of the audit made by the Financial Auditor, KPMG AZSA LLC, an incorporated auditing firm, are found to be proper.

May 19, 2025

Audit and Supervisory Committee of
Musashi Seimitsu Industry Co., Ltd.

Michi Miyasawa (Seal)

Audit and Supervisory Committee Member (Full-time)

Makiko Yamamoto (Seal)

Audit and Supervisory Committee Member

Kazutaka Okubo (Seal)

Audit and Supervisory Committee Member

Note: Audit and Supervisory Committee Members Makiko Yamamoto and Kazutaka Okubo are outside directors provided in Article 2, item 15 and Article 331, paragraph 6 of the Companies Act.