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To Our Valued Shareholders,

We are deeply grateful for your kind support and consideration of Koatsu Gas Kogyo Co., Ltd. I am pleased to include the following message with this Notice of the 89th Annual General Meeting of Shareholders.

To overcome the current severe circumstances and to firm up and realize our vision for the future, we have formulated a new medium-term management plan “Change & Challenge Stage II” and have been moving forward with the initiatives it contains.

The speed of change in the management environment continues to accelerate, making it even more difficult to predict the socioeconomic environment. We are facing an era in which our lives, as well as the values and systems of the world, are changing more dramatically than ever before.

Amid such turbulence in the times and changes in values, we will steadily proceed with what we can do now for the sake of the future, and, based on our corporate philosophy of “Harmony among People, Technology, and the Environment,” conjure a vision for the future toward which we will aim, with “safety and security” as our fundamental position for all things. We will consolidate the thinking powers and technological strengths that we have cultivated since our foundation and unite as a Group to innovate and take on new challenges.

We continue to build long-term relationships of trust with all of our shareholders, work to achieve sustainable growth and enhance our corporate value, and aim to be a group company that is needed and trusted by society.

We look forward to your continued support and guidance.

June 2022

Motonari Kuroki

President and Representative Director

To Shareholders with Voting Rights:

Motonari Kuroki
President and Representative Director
Koatsu Gas Kogyo Co., Ltd.
2-4-12, Nakazaki-Nishi, Kita-ku,
Osaka City, Osaka, Japan

**NOTICE OF
THE 89th ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We hereby inform you that the 89th Annual General Meeting of Shareholders of Koatsu Gas Kogyo Co., Ltd. (the “Company”) will be held as described below.

To prevent the spread of COVID-19, we ask our shareholders to exercise their voting rights in writing or via the Internet, etc. and to refrain from attending the General Meeting of Shareholders in person on the day.

Please review the Reference Documents for the General Meeting of Shareholders below and exercise your voting rights by 5:30 p.m. on Thursday, June 23, 2022 Japan time.

1. Date and Time: Friday, June 24, 2022 at 10:00 a.m. Japan time

2. Place: White Hall, 31F Umeda Center Building
2-4-12, Nakazaki-Nishi, Kita-ku, Osaka City, Osaka, Japan

3. Meeting Agenda:

- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements for the Company’s 89th fiscal year (April 1, 2021 - March 31, 2022)
 2. Results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements for the Company’s 89th fiscal year

Proposals to be resolved:

- Proposal 1:** Appropriation of Surplus
Proposal 2: Partial Amendments to the Articles of Incorporation
Proposal 3: Election of Five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members)

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(Request) When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.

(Notice) Should any revisions occur to the Reference Documents for the General Meeting of Shareholders, the Business Report, the Consolidated Financial Statements and the Non-consolidated Financial Statements, the revisions will be posted on the Company’s website (<https://www.koatsugas.co.jp/>).

## **How to Exercise Your Voting Rights**

You can exercise your voting rights by one of the following three methods.

### **Exercise of voting rights by attending the General Meeting of Shareholders in person**

Please submit the enclosed Voting Rights Exercise Form at the reception desk.

If attending the meeting in person, there is no need to complete the exercise of voting rights either in writing or via the Internet, etc.

**Date and time of General Meeting of Shareholders: Friday, June 24, 2022 at 10:00 a.m. Japan time**

### **Exercise of voting rights by post**

Please indicate your vote in favor of or against each of the proposals on the enclosed Voting Rights Exercise Form and return the form for arrival by 5:30 p.m. on Thursday, June 23, 2022 Japan time.

### **Exercise of voting rights via the Internet, etc.**

Please access the website for exercising voting rights specified by the Company (<https://evote.tr.mufg.jp/>) and exercise your voting rights by 5:30 p.m. on Thursday, June 23, 2022 Japan time. Please refer to the next page for details.

### **Exercise of voting rights multiple times**

In the event that voting rights are exercised both in writing and via the Internet, etc., the vote via the Internet, etc. shall prevail. If voting rights are exercised multiple times by the Internet, etc. or on both PC and smartphone, the most recent vote shall prevail.

### **To institutional investors:**

Institutional investors also have the option of exercising their voting rights via electromagnetic means using the Electronic Voting System Platform operated by ICJ, Inc.

## How to Exercise Your Voting Rights Via the Internet, etc.

**Deadline for exercise of voting rights: 5:30 p.m. on Thursday, June 23, 2022 Japan time**  
 (The service will be unavailable from 2:00 a.m. to 5:00 a.m. of each day during the voting period.)

| Voting method by scanning QR code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Voting method by entering Login ID and temporary password                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <p>You can log on to the website for exercising voting rights without entering your Login ID and temporary password.</p> <ol style="list-style-type: none"> <li>Scan the QR code at the bottom right of the Voting Rights Exercise Form with your smartphone.<br/>                     * “QR code” is a registered trademark of DENSO WAVE INCORPORATED.</li> <li>Follow the on-screen instructions to enter your votes.</li> </ol> <p style="text-align: center;"><b>The QR code may only be used to exercise voting rights once.</b></p> <p>If you wish to change your vote after exercising your voting rights with this method, please see the “Voting method by entering Login ID and temporary password” at right.</p> | <p><b>Website for exercising voting rights:</b><br/> <a href="https://evote.tr.mufg.jp/">https://evote.tr.mufg.jp/</a></p> <ol style="list-style-type: none"> <li>Access the website for exercising voting rights.<br/>                     Click on “Next screen”</li> <li>Enter the Login ID and temporary password found at bottom right of the Voting Rights Exercise Form.<br/><br/>                     Enter Login ID and temporary password and click on “Login”</li> <li>If entering the site with the temporary password, you will automatically be directed to the Change Password screen. Please change your password to one of your choosing.<br/><br/>                     Enter a new password and click on “Send”</li> <li>Follow the on-screen instructions to enter your votes.</li> </ol> |

Any costs involved in accessing the website for exercising voting rights (e.g. Internet connection fees) shall be the responsibility of the shareholder.

For any questions about exercising voting rights via the Internet, etc., please contact the following:  
 Securities Agency Division (Help Desk), Mitsubishi UFJ Trust and Banking Corporation  
 Tel: 0120-173-027 (9:00 a.m. - 9:00 p.m., Japan time; toll free only in Japan)

# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal 1: Appropriation of Surplus

Concerning the year-end dividend for the fiscal year under review, from a basic policy of conducting stable and continuous dividends and taking into comprehensive account the Company's business results, financial position, and other factors, the Company proposes as follows:

#### Matters concerning year-end dividends

1. Type of property for dividends  
Cash
2. Allotment of property for dividends to shareholders and total amount thereof  
Per share of the Company's common stock: ¥8  
(Combined with interim dividend, total annual dividend per share: ¥16)  
Total: ¥441,632,608
3. Effective date of distribution of surplus  
June 27, 2022

**Proposal 2: Partial Amendments to the Articles of Incorporation**

1. Reason for amendments

The amended provisions stipulated in the proviso of Article 1 of the Supplementary Provisions to the Act Partially Amending the Companies Act (Act No.70 of 2019) will come into effect on September 1, 2022. Accordingly, to prepare for the introduction of a system for the supply of documents for general meetings of shareholders in electronic format, the Company's Articles of Incorporation will be amended as follows.

- (1) The proposed amended Article 15, Paragraph 1 provides that measures will be taken to supply the information contained in the reference documents for the general meeting of shareholders, etc. in electronic format.
- (2) The proposed amended Article 15, Paragraph 2 will set forth provisions to limit the scope of matters to be included in the paper copies of documents delivered to shareholders who have made a request for delivery of materials in paper form.
- (3) The provision regarding the Internet disclosure and deemed supply of reference documents for the general meeting of shareholders, etc. (Article 15 of the current Articles of Incorporation) will no longer be required and will therefore be deleted.
- (4) Accompanying the establishment and deletion of provisions as described above, supplementary provisions concerning the effective date, etc. will be established.

2. Details of amendments

The details of the proposed amendments are as follows.

(Amendments are underlined.)

| Current Articles of Incorporation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Proposed Amendments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><u>Article 15 (Internet Disclosure and Deemed Supply of Reference Documents for the General Meeting of Shareholders, etc.)</u></p> <p><u>When convening a general meeting of shareholders, the Company may deem to have supplied to shareholders information pertaining to matters to be described or indicated in reference documents for the general meeting of shareholders, business reports, non-consolidated financial statements, and consolidated financial statements by disclosing such information via the Internet in accordance with the provisions set forth in the Ordinance of the Ministry of Justice.</u></p> <p>(Newly established)</p> | <p>(Deleted)</p> <p><u>Article 15 (Measures for Supply in Electronic Format, etc.)</u></p> <p><u>When convening a general meeting of shareholders, the Company shall take measures for the supply in electronic format of the information contained in the reference documents for the general meeting of shareholders, etc.</u></p> <p><u>2. Among the matters to be supplied in electronic format, the Company may choose not to include all or part of the matters stipulated in the Ordinance of the Ministry of Justice in the paper copy to be sent to shareholders who have requested it by the record date for voting rights.</u></p> |

| Current Articles of Incorporation | Proposed Amendments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Newly established)               | <p data-bbox="831 215 1145 248"><u>Supplementary Provisions</u></p> <ol style="list-style-type: none"> <li data-bbox="831 248 1406 712">1. <u>The deletion of Article 15 (Internet Disclosure and Deemed Supply of Reference Documents for the General Meeting of Shareholders, etc.) of the Articles of Incorporation prior to amendment and the newly establishment of the proposed Article 15 (Measures for Supply in Electronic Format, etc.) shall come into effect on the date of enforcement of the amended provisions stipulated in the proviso of Article 1 of the Supplementary Provisions to the Act Partially Amending the Companies Act (Act No. 70 of 2019) (the “Effective Date”).</u></li> <li data-bbox="831 719 1406 949">2. <u>Notwithstanding the provisions of the preceding paragraph, Article 15 of the Articles of Incorporation prior to amendment shall remain in force with respect to a general meeting of shareholders to be held on a date within six months from the Effective Date.</u></li> <li data-bbox="831 956 1406 1151">3. <u>These supplementary provisions shall be deleted after the lapse of six months from the Effective Date or the lapse of three months from the date of the general meeting of shareholders set forth in the preceding paragraph, whichever is later.</u></li> </ol> |

**Proposal 3:** Election of Five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members; hereinafter the same shall apply in this proposal) will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of five (5) Directors.

The candidates for Director are as follows:

| No. | Name                                            | Current positions and responsibilities at the Company                                                                                      |
|-----|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Nobuo Shibuya [Reappointment]                   | Chairman and Director                                                                                                                      |
| 2   | Motonari Kuroki [Reappointment]                 | President and Representative Director<br>President and Executive Officer                                                                   |
| 3   | Kazuhiro Setsuda [Reappointment]                | Vice President and Representative Director<br>Vice President and Executive Officer<br>General Manager, Chemical Products Business Division |
| 4   | Takao Sugioka [Reappointment]                   | Director<br>Senior Managing Executive Officer<br>General Manager, Engineering Division                                                     |
| 5   | Shinsuke Yoshitaka [Reappointment]<br>[Outside] | Director                                                                                                                                   |



| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Name<br>(Date of birth)                                                                                                                                                                 | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Number of<br>shares of the<br>Company held |
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| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Nobuo Shibuya<br>(April 25, 1955)<br><br>[Reappointment]<br><br>[Years in office as<br>Director]<br>13 years<br><br>[Attendance at the<br>Board of Directors<br>meetings]<br>8/8 (100%) | <p>March 1980    Joined the Company</p> <p>June 2005    Executive Officer, Head of Hokuriku Area, Gas Business Division, the Company</p> <p>June 2009    Director, Head of Hokuriku Area, Gas Business Division, the Company</p> <p>June 2010    President and Representative Director, Uno Sanso Co., Ltd.</p> <p>June 2013    Managing Director, Deputy General Manager, Gas Business Division, the Company</p> <p>June 2015    President and Representative Director, KOATSU SHOWA CYLINDERS Co., Ltd.</p> <p>June 2015    Senior Managing Director and Representative Director, General Manager, Gas Business Division, the Company</p> <p>June 2017    Chairman and Representative Director, KOATSU SHOWA CYLINDERS Co., Ltd.</p> <p>June 2017    President and Representative Director, the Company</p> <p>June 2021    Chairman and Director, the Company<br/>(current position)</p> | 52,500                                     |
| <p>[Reason for nomination as candidate for Director]<br/>Mr. Nobuo Shibuya has a deep knowledge of the Group's business, having served as President and Representative Director from 2017 and as president and chairman of important subsidiaries of the Group, and his wealth of experience and high degree of knowledge have produced many outcomes for the growth of the business and enhancement of corporate value. Currently, as the Chairman and Director of the Company, he serves as chair of the Board of Directors. As he possesses the knowledge, insight, high standard of ethics, ability to make fair judgments, and executive ability required to fulfill the duties of Director, the Company believes that he will be able to further contribute to the future enhancement of the Group's corporate value and that he is a suitable person to make material operational decisions and supervise the execution of duties by the Directors and Executive Officers. For this reason, the Company nominates him as a candidate for Director.</p> |                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Name<br>(Date of birth)                                                                                                                                                                                 | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Number of<br>shares of the<br>Company held |
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| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Motonari Kuroki<br/>(January 2, 1965)</p> <p>[Reappointment]</p> <p>[Years in office as<br/>Director]<br/>11 years</p> <p>[Attendance at the<br/>Board of Directors<br/>meetings]<br/>8/8 (100%)</p> | <p>April 1988      Joined the Company</p> <p>June 2011      Director, General Manager, Tokyo Office; Head of<br/>Kanto Area, Gas Business Division, the Company</p> <p>June 2015      Managing Director, General Manager, Tokyo Office;<br/>Deputy General Manager, Gas Business Division, the<br/>Company</p> <p>April 2017      Managing Director, General Manager, Tokyo Office;<br/>General Manager, Corporate Planning Division;<br/>Deputy General Manager, Gas Business Division, the<br/>Company</p> <p>June 2017      Senior Managing Director, General Manager, Tokyo<br/>Office; General Manager, Corporate Planning<br/>Division; General Manager, Gas Business Division,<br/>the Company</p> <p>April 2020      Senior Managing Director, General Manager, Tokyo<br/>Office; General Manager, Gas Business Division, the<br/>Company</p> <p>July 2020      Chairman and Representative Director, KGK Service<br/>Co., Ltd.<br/>(current position)</p> <p>June 2021      Chairman and Representative Director, KOATSU<br/>SHOWA CYLINDERS Co., Ltd.<br/>(current position)</p> <p>June 2021      President and Representative Director, President and<br/>Executive Officer, the Company<br/>(current position)</p> <p>[Significant concurrent positions]<br/>Chairman and Representative Director, KGK Service Co., Ltd.<br/>Chairman and Representative Director, KOATSU SHOWA<br/>CYLINDERS Co., Ltd.</p> | 39,000                                     |
| <p>[Reason for nomination as candidate for Director]<br/>After serving in key positions in the gas business and corporate planning divisions, as President and Representative Director and President and Executive Officer of the Company from 2021, Mr. Motonari Kuroki has overseen and promoted management strategies with outstanding leadership, based on his wealth of experience and achievements related to the business and to corporate management, contributing to the growth of the Group's business and enhancement of its corporate value. As he possesses the knowledge, insight, high standard of ethics, ability to make fair judgments, and executive ability required to fulfill the duties of Director, the Company believes that he will be able to further contribute to the future enhancement of the Group's corporate value and that he is a suitable person to make material operational decisions and supervise the execution of duties by the Directors and Executive Officers. For this reason, the Company nominates him as a candidate for Director.</p> |                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Name<br>(Date of birth)                                                                                                                                                                                 | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Number of<br>shares of the<br>Company held |
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| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>Kazuhiro Setsuda<br/>(August 5, 1963)</p> <p>[Reappointment]</p> <p>[Years in office as<br/>Director]<br/>11 years</p> <p>[Attendance at the<br/>Board of Directors<br/>meetings]<br/>8/8 (100%)</p> | <p>April 1988      Joined the Company</p> <p>June 2009      Executive Officer, Deputy General Manager,<br/>Chemical Products Business Division, the Company</p> <p>April 2010      Executive Officer, General Manager, Chemical<br/>Products Business Division, the Company</p> <p>June 2011      Director, General Manager, Chemical Products<br/>Business Division, the Company</p> <p>December 2013 Chairman and Representative Director, Koatsu Gas<br/>Kogyo Vietnam Co., Ltd.</p> <p>June 2015      Managing Director, General Manager, Chemical<br/>Products Business Division, the Company</p> <p>June 2017      Senior Managing Director, General Manager,<br/>Chemical Products Business Division, the Company</p> <p>June 2017      Chairman/President and Representative Director,<br/>Koatsu Gas Kogyo Vietnam Co., Ltd.<br/>(current position)</p> <p>June 2021      Vice President and Representative Director, Vice<br/>President and Executive Officer, General Manager,<br/>Chemical Products Business Division, the Company<br/>(current position)</p> <p>[Significant concurrent positions]<br/>Chairman/President and Representative Director, Koatsu Gas Kogyo<br/>Vietnam Co., Ltd.</p> | 53,700                                     |
| <p>[Reason for nomination as candidate for Director]</p> <p>After serving in key positions in the sales division of the chemical products business, currently, as Vice President and Representative Director, Vice President and Executive Officer, and General Manager of the Chemical Products Business Division, Mr. Kazuhiro Setsuda oversees operations and is contributing to the growth of the Group's business and enhancement of its corporate value based on his wealth of experience and achievements. As he possesses the knowledge, insight, high standard of ethics, ability to make fair judgments, and executive ability required to fulfill the duties of Director, the Company believes that he will be able to further contribute to the future enhancement of the Group's corporate value and that he is a suitable person to make material operational decisions and supervise the execution of duties by the Directors and Executive Officers. For this reason, the Company nominates him as a candidate for Director.</p> |                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Name<br>(Date of birth)                                                                                                                                                                             | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Number of<br>shares of the<br>Company held |
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| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Takao Sugioka<br/>(March 11, 1957)</p> <p>[Reappointment]</p> <p>[Years in office as<br/>Director]<br/>7 years</p> <p>[Attendance at the<br/>Board of Directors<br/>meetings]<br/>8/8 (100%)</p> | <p>April 1981      Joined the Company</p> <p>June 2014      Executive Officer, Deputy General Manager,<br/>Engineering Division, the Company</p> <p>June 2015      Director, General Manager, Engineering Division,<br/>the Company</p> <p>June 2017      Managing Director, General Manager, Engineering<br/>Division, the Company</p> <p>June 2021      President and Representative Director, KOATSU<br/>SHOWA CYLINDERS Co., Ltd.<br/>(current position)</p> <p>June 2021      Director, Senior Managing Executive Officer,<br/>General Manager, Engineering Division, the<br/>Company<br/>(current position)</p> <p>[Significant concurrent positions]<br/>President and Representative Director, KOATSU SHOWA<br/>CYLINDERS Co., Ltd.</p> | 34,300                                     |
| <p>[Reason for nomination as candidate for Director]<br/>Mr. Takao Sugioka has engaged in operations related to engineering, manufacturing, and quality control for many years, and currently oversees engineering and manufacturing operations as Director, Senior Managing Executive Officer, and General Manager of the Engineering Division, contributing to the growth of the Group's business and enhancement of its corporate value. As he possesses the knowledge, insight, high standard of ethics, ability to make fair judgments, and executive ability required to fulfill the duties of Director, the Company believes that he will be able to further contribute to the future enhancement of the Group's corporate value and that he is a suitable person to make material operational decisions and supervise the execution of duties by the Directors and Executive Officers. For this reason, the Company nominates him as a candidate for Director.</p> |                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Name<br>(Date of birth)                                                                                                                                                                                     | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Number of<br>shares of the<br>Company held |
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| 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Shinsuke Yoshitaka<br>(February 1, 1951)<br><br>[Reappointment]<br>[Outside]<br><br>[Years in office as<br>Director]<br>11 years<br><br>[Attendance at the<br>Board of Directors<br>meetings]<br>8/8 (100%) | <p>April 1974      Joined Denki Kagaku Kogyo Kabushiki Kaisha (currently Denka Company Limited)</p> <p>June 2006      Director, Denki Kagaku Kogyo Kabushiki Kaisha</p> <p>June 2007      Senior Executive Officer, Denki Kagaku Kogyo Kabushiki Kaisha</p> <p>June 2008      Director and Senior Executive Officer, Denki Kagaku Kogyo Kabushiki Kaisha</p> <p>April 2010      Representative Director and Managing Executive Officer, Denki Kagaku Kogyo Kabushiki Kaisha</p> <p>April 2011      President and Representative Director, President and Chief Executive Officer, Denki Kagaku Kogyo Kabushiki Kaisha</p> <p>June 2011      Director, the Company (current position)</p> <p>April 2017      Chairman and Representative Director, Denka Company Limited</p> <p>April 2019      Director Chairman of the Board, Denka Company Limited</p> <p>April 2021      Special Advisor to Directors, Denka Company Limited</p> <p>June 2021      Special Advisor, Denka Company Limited (current position)</p> | 3,000                                      |
| <p>[Reason for nomination as candidate for Outside Director and overview of expected roles]<br/>Mr. Shinsuke Yoshitaka has a wealth of experience and high degree of knowledge about corporate management. He has provided beneficial advice and recommendations for the Company's sustainable growth from those perspectives and has played an appropriate role as Outside Director, including supervision of the execution of duties. In the expectation that he will leverage his wealth of experience and achievements as a corporate executive and continue to contribute to the expansion of the Group's business, the strengthening of governance functions, and the enhancement of corporate value, the Company nominates him as a candidate for Outside Director.</p> |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                            |

- Notes:
1. There are no special interests between each candidate and the Company.
  2. Mr. Shinsuke Yoshitaka is a candidate for Outside Director.
  3. Mr. Shinsuke Yoshitaka is currently an Outside Director of the Company and will have served in that position for 11 years at the conclusion of this General Meeting.
  4. The Company has concluded an agreement with Mr. Shinsuke Yoshitaka that limits his liability for damages indicated in Article 423, Paragraph 1 of the Companies Act. The amount of limitation of liability for damages based on that agreement is the amount stipulated by laws and regulations. Should his election be approved, the Company intends to continue the liability limitation agreement with him.
  5. Pursuant to Article 430-3, Paragraph 1 of the Companies Act, the Company has entered into a directors and officers liability insurance (D&O insurance) contract with an insurance company to cover legal damages and litigation expenses, etc. that would be incurred by the insured. If this proposal is approved as originally proposed and the candidates are appointed as Directors, each candidate will be insured under this insurance contract. The premiums for the insurance contract will be borne in their entirety by the Company. The Company plans to renew the insurance contract with the same level of contents during the candidates' terms of office.

[Reference]

## Skills Matrix for Directors of the Company

If the Proposal 3 is approved at this General Meeting of Shareholders, knowledge and experience of Directors of the Company are as follows:

| Name               | Position                                                                              | Corporate management/<br>management strategy | ESG/sustainability | Technology/<br>R&D | Finance/<br>accounting | Human resources/<br>labor | Legal/<br>risk management | Sales/<br>marketing | Overseas business | IT/DX |
|--------------------|---------------------------------------------------------------------------------------|----------------------------------------------|--------------------|--------------------|------------------------|---------------------------|---------------------------|---------------------|-------------------|-------|
| Nobuo Shibuya      | Chairman and Director                                                                 | ○                                            | ○                  |                    |                        | ○                         |                           | ○                   |                   |       |
| Motonari Kuroki    | President and Representative Director<br>President and Executive Officer              | ○                                            | ○                  |                    |                        | ○                         |                           | ○                   | ○                 |       |
| Kazuhiro Setsuda   | Vice President and Representative<br>Director<br>Vice President and Executive Officer | ○                                            | ○                  | ○                  |                        | ○                         |                           | ○                   | ○                 | ○     |
| Takao Sugioka      | Director<br>Senior Managing Executive Officer                                         | ○                                            | ○                  | ○                  |                        |                           |                           |                     |                   |       |
| Shinsuke Yoshitaka | Outside Director                                                                      | ○                                            | ○                  |                    | ○                      |                           |                           | ○                   | ○                 |       |
| Ryosuke Matsui     | Director<br>Audit and Supervisory Committee<br>Member (full-time)                     | ○                                            | ○                  |                    | ○                      | ○                         | ○                         |                     |                   |       |
| Tetsuro Sasano     | Outside Director<br>Audit and Supervisory Committee<br>Member                         |                                              | ○                  |                    |                        | ○                         | ○                         |                     |                   |       |
| Tadao Yamamura     | Outside Director<br>Audit and Supervisory Committee<br>Member                         |                                              | ○                  |                    |                        |                           | ○                         |                     |                   |       |
| Hiroaki Nagashima  | Outside Director<br>Audit and Supervisory Committee<br>Member                         |                                              | ○                  |                    | ○                      |                           | ○                         |                     |                   |       |

Note: The above is a list of major skills that each Director possesses. It does not represent all the skills that each Director possesses.