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Securities code: 7817

June 9, 2022

To our shareholders:

Tomohiko Kimura  
President and Chief Executive Officer  
**PARAMOUNT BED HOLDINGS CO., LTD.**  
2-14-5 Higashisuna, Koto-ku, Tokyo, Japan

## NOTICE OF THE 40TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

The 40th Ordinary General Meeting of Shareholders of PARAMOUNT BED HOLDINGS CO., LTD. (the "Company") will be held as described below.

In order to avoid the risk of the novel coronavirus disease (COVID-19), the Company recommends that the shareholders do not attend the General Meeting of Shareholders in person unless absolutely necessary and exercise their voting rights in writing (by mail) or via the Internet.

Please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights as described in Guide for exercise of voting rights, etc. (in Japanese only) by 5:00 p.m., Tuesday, June 28, 2022 (Japan Standard Time).

**1. Date and Time:** Wednesday, June 29, 2022 at 10:00 a.m. (Japan Standard Time)  
(Reception opens at 9:00 a.m.)

**2. Venue:** Head Office, Bldg. 2, 4F  
2-14-5 Higashisuna, Koto-ku, Tokyo, Japan

- We will not prepare gifts for shareholders attending the General Meeting of Shareholders.  
We appreciate your kind understanding.

### 3. Purposes:

#### Items to be reported:

1. Business Report and Consolidated Financial Statements for the 40th term (from April 1, 2021 to March 31, 2022), as well as the results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee
2. Non-Consolidated Financial Statements for the 40th term (from April 1, 2021 to March 31, 2022)

#### Items to be resolved:

- Proposal 1:** Partial Amendments to the Articles of Incorporation
- Proposal 2:** Election of Five (5) Board Members (Excluding Board Members Who Are Audit and Supervisory Committee Members)
- Proposal 3:** Election of Four (4) Board Members Who Are Audit and Supervisory Committee Members

### 4. Other Items Relating to This Notice:

- (1) Approval will be assumed if you exercise your voting rights using the voting form without indicating approval or disapproval for each proposal.
- (2) Your vote via the Internet, etc. will take precedence if you exercise your voting rights both via the Internet, etc. and by returning the voting form by postal mail.
- (3) Your final vote will take precedence if you exercise your voting rights via the Internet, etc. more than once.
- (4) Among the documents that should be submitted with this Notice, based on laws and regulations and Article 14 of the Articles of Incorporation, the following items are on the Company's website (<https://www.paramountbed-hd.co.jp>) so they are not listed in the documents attached to this Notice.
  - (i) Notes to the Consolidated Financial Statements
  - (ii) Notes to the Non-Consolidated Financial Statements

Therefore, the documents attached to this Notice are a part of the Consolidated Financial Statements or Non-Consolidated Financial Statements that were audited by the Accounting Auditor and Audit and Supervisory Committee in preparing audit reports.

- In the event that amendments are made to the Reference Documents for the General Meeting of Shareholders, Business Report, Non-Consolidated Financial Statements or Consolidated Financial Statements, the amended versions will be made available on the Company website (<https://www.paramountbed-hd.co.jp>).

#### Notice Concerning Measures against Novel Coronavirus Disease (COVID-19) infection

- We will notify any major adjustments to the operation of the General Meeting of Shareholders due to the infection status and announcement from the government, etc. preceding the day of the General Meeting of Shareholders on the Company's website (<https://www.paramountbed-hd.co.jp>).
- Alcohol-based hand sanitizer will be provided near the reception of the venue. The Company requests shareholders to bring and wear a mask.
- Body temperature will be checked near the entrance of the venue. Anyone who has a fever or seems to be unwell may be requested not to enter the venue.
- Body temperatures and health conditions of staff who are serving at the venue will have been checked, and they will wear masks.
- In order to reduce the infection risks and ensure business continuity of the Company, the number of Board Members attending the General Meeting of Shareholders may be reduced regardless of their health conditions on the day of the General Meeting of Shareholders. Also, the Board Members who will attend the General Meeting of Shareholders will wear masks.
- Explanations on the business report, Non-consolidated Financial Statements, Consolidated Financial Statements, and audit report from the Audit and Supervisory Committee will be made brief in the General Meeting of Shareholders in order to shorten the duration of the meeting to mitigate the risks of virus infection.
- A video recording of a portion of the meeting will be uploaded on the Company website (<https://www.paramountbed-hd.co.jp/ir/event/meeting>) at a later date.

## Reference Documents for the General Meeting of Shareholders

### Proposals and Reference Information

#### Proposal 1: Partial Amendments to the Articles of Incorporation

1. Reasons for proposal

Since the revised provisions provided for in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) are to be enforced on September 1, 2022, the Company proposes to make the following changes to its Articles of Incorporation in preparation for the introduction of the system for providing informational materials for the general meeting of shareholders in electronic format.

- (1) Article 14, paragraph 1 in “Proposed amendments” below will stipulate that the Company shall take measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format.
- (2) Article 14, paragraph 2 in “Proposed amendments” below will establish the provision to limit the scope of the items to be stated in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents.
- (3) Since the provisions for Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc. (Article 14 of the current Articles of Incorporation) will no longer be required, they will be deleted.
- (4) Accompanying the aforementioned establishment and deletion of provisions, supplementary provisions regarding the effective date, etc. will be established.

2. Details of the amendments

The details of the amendments are as follows.

(Underlined parts indicate the amendments)

Current Articles of Incorporation	Proposed amendments
<p><u>(Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc.)</u> <u>Article 14</u> <u>When the Company convenes a general meeting of shareholders, if it discloses information that is to be stated or presented in the reference documents for the general meeting of shareholders, business report, non-consolidated financial statements and consolidated financial statements through the Internet in accordance with the provisions prescribed by the Ministry of Justice Order, it may be deemed that the Company has provided this information to shareholders.</u></p> <p style="text-align: center;">(Newly established)</p>	<p style="text-align: center;">(Deleted)</p> <p><u>(Measures, etc. for Providing Information in Electronic Format)</u> <u>Article 14</u> <u>1. When the Company convenes a general meeting of shareholders, it shall take measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format.</u> <u>2. Among items for which the measures for providing information in electronic format will be taken, the Company may exclude all or some of those items designated by the Ministry of Justice Order from statements in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents by the record date of voting rights.</u></p>

Current Articles of Incorporation	Proposed amendments
<p>Supplementary Provisions (Newly established)</p>	<p>Supplementary Provisions <u>(Transitional Measures for Providing Informational Materials for the General Meeting of Shareholders in Electronic Format)</u></p> <ol style="list-style-type: none"> <li data-bbox="820 293 1433 510">1. <u>The amendment to the Articles of Incorporation pertaining to Article 14 shall be effective from September 1, 2022, which is the date of enforcement of the revised provisions provided for in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) (hereinafter referred to as the “Date of Enforcement”).</u></li> <li data-bbox="820 517 1433 734">2. <u>Notwithstanding the provision of the preceding paragraph, Article 14 of the Articles of Incorporation (Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc.) shall remain effective regarding any general meeting of shareholders held on a date within six months from the Date of Enforcement.</u></li> <li data-bbox="820 741 1433 884">3. <u>These Supplementary Provisions shall be deleted on the date when six months have elapsed from the Date of Enforcement or three months have elapsed from the date of the general meeting of shareholders in the preceding paragraph, whichever is later.</u></li> </ol>

**Proposal 2:** Election of Five (5) Board Members (Excluding Board Members Who Are Audit and Supervisory Committee Members)

At the time of the conclusion of this General Meeting, the terms of office of all five (5) Board Members (excluding Board Members who are Audit and Supervisory Committee Members; hereafter the same shall apply in this Proposal) will expire. Therefore, the Company proposes the election of five (5) Board Members.

Moreover, although this proposal has been considered by the Audit and Supervisory Committee, it has expressed its opinion to the effect that it has no objections.

The candidates for Board Member are as follows:

No.	Name		Position and responsibilities in the Company
1	Kyosuke Kimura	Reelection	Chairperson
2	Tomohiko Kimura	Reelection	President and Chief Executive Officer
3	Izumi Sato	Reelection	Senior Managing Director
4	Toshiyuki Hatta	Reelection	Member of the Board, General Manager of General Affairs Department
5	Yosuke Kimura	Reelection	Member of the Board, General Manager of Finance Department and Information System Department

No.	Name (Date of birth)	Career summary, position, responsibilities and significant concurrent positions outside the Company	Number of the Company's shares owned
1	Kyosuke Kimura (September 20, 1950)  Reelection	<p>Apr. 1979      Joined Paramount Bed Co., LTD.  Aug. 1979      Member of the Board of Paramount Bed Co., LTD.  Oct. 1982      Member of the Board of the Company  Sept. 1987     Senior Managing Director of Paramount Bed Co., LTD.  Apr. 1991      Senior Executive Director of Paramount Bed Co., LTD.  Apr. 1997      Executive Vice President of Paramount Bed Co., LTD.  Apr. 2009      President and Chief Executive Officer of Paramount Bed Co., LTD.  Feb. 2011      President and Chief Executive Officer of the Company  Apr. 2020      Chairperson of the Company (present position)  Apr. 2020      Chairperson of Paramount Bed Co., LTD. (present position)  June 2021      Outside Member of the Board of YUASA TRADING CO., LTD. (present position)</p> <p>[Significant concurrent position outside the Company]  Chairperson of Paramount Bed Co., LTD.  Outside Member of the Board of YUASA TRADING CO., LTD.</p>	1,819,236 shares
<p>[Reasons for nomination as candidate for Board Member]  Kyosuke Kimura has been a Board Member and Representative Director of the Company and the subsidiaries of the Group for many years and has engaged in the corporate management. The Company has selected him as a candidate again based on his plentiful experience and achievements.</p>			
2	Tomohiko Kimura (July 17, 1977)  Reelection	<p>Apr. 2008      Joined Paramount Bed Co., LTD.  June 2010      Corporate Officer, Deputy Director of Business Strategy Planning Division of Paramount Bed Co., LTD.  Apr. 2011      Corporate Officer, Director of Global Business Division of Paramount Bed Co., LTD.  Oct. 2011      Corporate Officer of the Company  June 2014      Senior Corporate Officer of the Company  June 2015      Member of the Board of Paramount Bed Co., LTD.  Apr. 2016      Senior Managing Director of Paramount Bed Co., LTD.  June 2018      Senior Managing Director of the Company  June 2019      Senior Executive Director of the Company  June 2019      Senior Executive Director of Paramount Bed Co., LTD.  Apr. 2020      President and Chief Executive Officer of the Company (present position)  Apr. 2020      President and Chief Executive Officer of Paramount Bed Co., LTD. (present position)</p> <p>[Significant concurrent position outside the Company]  President and Chief Executive Officer of Paramount Bed Co., LTD.</p>	1,755,827 shares
<p>[Reasons for nomination as candidate for Board Member]  Tomohiko Kimura has been primarily responsible for the Business Strategy Planning and Global Business Divisions. He has worked as Senior Managing Director of Paramount Bed Co., LTD. from 2016, and has worked as Senior Managing Director of the Company from 2018, as Senior Executive Director from 2019, and as President and Chief Executive Officer from April 2020. The Company has selected him as a candidate again based on his plentiful experience and achievements in the Group.</p>			

No.	Name (Date of birth)	Career summary, position, responsibilities and significant concurrent positions outside the Company	Number of the Company's shares owned
3	Izumi Sato (March 24, 1958)  Reelection	Apr. 1980    Joined Paramount Bed Co., LTD. Apr. 2009    Corporate Officer, Director of Sales Division of Paramount Bed Co., LTD. June 2010    Member of the Board, Director of Sales Division of Paramount Bed Co., LTD. Oct. 2011    Member of the Board of the Company June 2013    Senior Managing Director of the Company June 2013    Senior Managing Director, Director of Sales Division of Paramount Bed Co., LTD. Apr. 2015    Senior Managing Director, General Manager of Corporate Planning Department of the Company Apr. 2015    Senior Managing Director of Paramount Bed Co., LTD. Oct. 2015    Senior Managing Director of the Company (present position) Apr. 2020    Senior Managing Director and Chief Strategy Officer of Paramount Bed Co., LTD. Apr. 2022    Senior Managing Director of Paramount Bed Co., LTD. (present position) [Significant concurrent position outside the Company] Senior Managing Director of Paramount Bed Co., LTD.	16,443 shares
[Reasons for nomination as candidate for Board Member] Izumi Sato has been primarily responsible for the Sales and Corporate Planning Divisions, and from 2010 he has worked as a Board Member of Paramount Bed Co., LTD., from 2011 he has worked as a Board Member of the Company and from 2013 he has worked as Senior Managing Director. The Company has selected him as a candidate again based on his plentiful experience and achievements in the Group.			
4	Toshiyuki Hatta (December 21, 1961)  Reelection	Apr. 1984    Joined Paramount Bed Co., LTD. June 2011    Corporate Officer, General Manager of Human Resource Department and Public and Investor Relations Department of Paramount Bed Co., LTD. Oct. 2011    Corporate Officer, General Manager of Human Resource Department and Public and Investor Relations Department of the Company June 2018    Corporate Officer, General Manager of General Affairs Department and Human Resource Department of the Company June 2018    Corporate Officer, Executive Director of Administration Division of Paramount Bed Co., LTD. June 2019    Member of the Board, General Manager of General Affairs Department and Human Resource Department of the Company June 2019    Member of the Board, Executive Director of Administration Division of Paramount Bed Co., LTD. (present position) July 2020    Member of the Board, General Manager of General Affairs Department of the Company (present position) [Significant concurrent position outside the Company] Member of the Board, Executive Director of Administration Division of Paramount Bed Co., LTD.	6,558 shares
[Reasons for nomination as candidate for Board Member] Toshiyuki Hatta has been primarily responsible for the Human Resource and Public and Investor Relations Departments. He has worked as Corporate Officer of the Company and Paramount Bed Co., LTD. from 2011, and has worked as a Board Member from 2019. The Company has selected him as a candidate again based on his plentiful experience and achievements in the Group.			

No.	Name (Date of birth)	Career summary, position, responsibilities and significant concurrent positions outside the Company	Number of the Company's shares owned
5	Yosuke Kimura (October 10, 1980)  Reelection	Apr. 2013    Joined Paramount Bed Co., LTD. June 2015    Corporate Officer, Deputy Director of Technical Engineering Division of Paramount Bed Co., LTD. Apr. 2017    Corporate Officer, Director of Technical Engineering Division of Paramount Bed Co., LTD. June 2017    Member of the Board, Director of Technical Engineering Division of Paramount Bed Co., LTD. Apr. 2018    Member of the Board, Executive Director of Finance and System Administration Division of Paramount Bed Co., LTD. (present position) June 2019    Corporate Officer, General Manager of Finance Department and Information System Department of the Company June 2020    Chief Financial Officer and Member of the Board, General Manager of Finance Department and Information System Department of the Company (present position) [Significant concurrent position outside the Company] Member of the Board, Executive Director of Finance and System Administration Division of Paramount Bed Co., LTD.	743,150 shares
[Reasons for nomination as candidate for Board Member] Yosuke Kimura has been primarily responsible for the Technical Engineering and Finance and System Administration Divisions. He has worked as Corporate Officer and a Board Member of Paramount Bed Co., LTD. from 2015 and 2017, respectively, and has worked as Corporate Officer and a Board Member of the Company from 2019 and 2020, respectively. The Company has selected him as a candidate again based on his experience and achievements in the Group.			

- Notes:
1. There is no special interest between each of the candidates and the Company.
  2. The Company has entered into a directors and officers liability insurance policy based on Article 430-3, Paragraph 1 of the Companies Act with an insurance company. The policy covers a certain amount of losses in cases where an insured bears expenses of litigation arising from the performance of duties as a director or officer and pays an amount of indemnification or settlement money to a third party or company.  
The insureds in the directors and officers liability insurance policy are Board Members, Auditors, and Corporate Officers of the Company and its subsidiaries, and the premiums for all insureds are fully borne by the Company. If the election of each candidate is approved, each of them will continue to be included in the policy as an insured. The Company plans to renew the policy with the same details during their terms of office.



**Proposal 3:** Election of Four (4) Board Members Who Are Audit and Supervisory Committee Members

At the time of the conclusion of this General Meeting, the terms of office of all four (4) Board Members who are Audit and Supervisory Committee Members will expire. Therefore, the Company requests the election of four (4) Board Members who are Audit and Supervisory Committee Members.

In addition, this proposal has obtained the consent of the Audit and Supervisory Committee.

Candidates for the role of Board Members who are Audit and Supervisory Committee Members are as follows.

No.	Name		Position and responsibilities in the Company
1	Kenji Ouchi	New election	Corporate Advisor
2	Yukari Oka	Reelection	Unaffiliated member of the Board (Audit and Supervisory Committee Member)
3	Masaki Sato	Reelection	Unaffiliated member of the Board (Audit and Supervisory Committee Member)
4	Yoshikazu Goto	Reelection	Unaffiliated member of the Board (Audit and Supervisory Committee Member)

No.	Name (Date of birth)	Career summary, position, responsibilities and significant concurrent positions outside the Company	Number of the Company's shares owned
1	Kenji Ouchi (January 12, 1959)  New election	Apr. 1982      Joined Paramount Bed Co., LTD. Apr. 2009      Corporate Officer, Executive Director of Finance and System Administration Division of Paramount Bed Co., LTD. Oct. 2011      Corporate Officer, General Manager of Finance Department of the Company June 2019      Corporate Advisor of the Company (present position)	- shares
	[Reasons for nomination as candidate for Board Member who is an Audit and Supervisory Committee Member] Kenji Ouchi has been primarily responsible for administrative divisions mainly in the Corporate Strategy and Finance Departments. He has worked as a Corporate Officer of the Company from 2011, as well as an Auditor of subsidiaries of the Company. The Company has selected him as a candidate based on his plentiful experience and achievements in the Group.		
2	Yukari Oka (April 26, 1963)  Reelection	Mar. 1995      Completed The Legal Training and Research Institute of Japan Apr. 1995      Registered as an attorney-at-law June 2007      Unaffiliated Auditor of Paramount Bed Co., LTD. Apr. 2011      Unaffiliated Auditor of the Company June 2015      Unaffiliated member of the Board of the Company June 2016      Unaffiliated member of the Board of the Company (Audit and Supervisory Committee Member) (present position)	- shares
	[Reasons for nomination as candidate for Outside Board Member who is an Audit and Supervisory Committee Member and outline of expected roles] Yukari Oka has built up specialized knowledge and high principles as a lawyer. The Company has selected her as a candidate again so she can use that judgment to strengthen the Company's compliance management and corporate governance structure. While she does not have direct corporate management experience, for the above reasons the Company has determined that she can appropriately fulfill her duties as an Outside Board Member.		
3	Masaki Sato (September 17, 1947)  Reelection	June 1973      Joined Nishikata Audit Corporation (Currently Deloitte Touche Tohmatsu LLC) Mar. 1976      Registered as a Certified Public Accountant Nov. 1986      Partner, Nishikata Audit Corporation July 1993      Senior Partner, Tohmatsu & Co. (Currently Deloitte Touche Tohmatsu LLC) Dec. 2012      Left Deloitte Touche Tohmatsu LLC June 2015      Unaffiliated Auditor of the Company June 2016      Unaffiliated member of the Board of the Company (Audit and Supervisory Committee Member) (present position)	- shares
	[Reasons for nomination as candidate for Outside Board Member who is an Audit and Supervisory Committee Member and outline of expected roles] Masaki Sato is a Certified Public Accountant and has high principles based on many years of experience in accounting audits. The Company has selected him as a candidate again so he can use those principles to strengthen the Company's corporate governance structure. While he does not have direct corporate management experience, for the above reasons the Company has determined that he can appropriately fulfill his duties as an Outside Board Member.		

No.	Name (Date of birth)	Career summary, position, responsibilities and significant concurrent positions outside the Company	Number of the Company's shares owned
4	Yoshikazu Goto (October 30, 1955)  Reelection	Apr. 1980    Joined Ministry of International Trade and Industry (Currently, Ministry of Economy, Trade and Industry) Aug. 2003    Director, Standards Development and Planning Division, Industrial Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry June 2004    Director, Small and Medium Enterprise Agency/ Engineering Division, Ministry of Economy, Trade and Industry July 2008    Deputy Director-General, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry Apr. 2010    Deputy Director-General, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry Oct. 2012    Professor, Department of Materials Engineering, School of Engineering, The University of Tokyo June 2015    Unaffiliated member of the Board of the Company Oct. 2017    Vice-President, General Director of Technical Research Institute of Japan Society for the Promotion of Machine Industry June 2018    Unaffiliated member of the Board of the Company (Audit and Supervisory Committee Member) (present position) Mar. 2022    External Director of Sodick Co., Ltd. (present position) [Significant concurrent position outside the Company] External Director of Sodick Co., Ltd.	- shares
<p>[Reasons for nomination as candidate for Outside Board Member who is an Audit and Supervisory Committee Member and outline of expected roles]</p> <p>Yoshikazu Goto has spent many years primarily in the affairs of economic administration for industrial promotion focused on companies' manufacturing and has plentiful experience and broad insights regarding industrial-academic collaboration and research. In order to have him use his insights in the management of the Company and to further strengthen the Company's corporate governance structure, the Company has selected him as a candidate again. While he does not have direct corporate management experience, for the above reasons the Company has determined that he can appropriately fulfill his duties as an Outside Board Member.</p>			

- Notes:
- There is no special interest between each of the candidates and the Company.
  - Yukari Oka, Masaki Sato, and Yoshikazu Goto are candidates for Outside Board Member.
  - Yukari Oka is currently an Outside Board Member of the Company and her tenure in office as an Outside Board Member at the time of the conclusion of this General Meeting of Shareholders will be seven (7) years (her tenure in office as an Outside Board Member who is an Audit and Supervisory Committee Member will be six (6) years).
  - Masaki Sato is currently an Outside Board Member of the Company and his tenure in office as an Outside Board Member who is an Audit and Supervisory Committee Member at the time of the conclusion of this General Meeting of Shareholders will be six (6) years.
  - Yoshikazu Goto is currently an Outside Board Member of the Company and his tenure in office as an Outside Board Member at the time of the conclusion of this General Meeting of Shareholders will be seven (7) years (his tenure in office as an Outside Board Member who is an Audit and Supervisory Committee Member will be four (4) years).
  - The Company has concluded limited liability agreements with Yukari Oka, Masaki Sato, and Yoshikazu Goto who are Outside Board Members, as specified in Article 423, Paragraph 1 of the Companies Act, based on Article 427, Paragraph 1 of the Companies Act and in the Company's Articles of Incorporation, limiting liability to the minimum liability amount as specified in Article 425, Paragraph 1 of the Companies Act. If these three (3) candidates' reelection is approved, the Company intends to continue these agreements.
  - The Company has entered into a directors and officers liability insurance policy based on Article 430-3, Paragraph 1 of the Companies Act with an insurance company. The policy covers a certain amount of losses in cases where an insured bears expenses of litigation arising from the performance of duties as a director or officer and pays an amount of indemnification or settlement money to a third party or company.  
The insureds in the directors and officers liability insurance policy are Board Members, Auditors, and Corporate Officers of the Company and its subsidiaries, and the premiums for all insureds are fully borne by the Company. If the election of each candidate is approved, each of them will continue to be included in the policy as an insured. The Company plans to renew the policy with the same details during their terms of office.

8. The Company has specified Yukari Oka, Masaki Sato, and Yoshikazu Goto as Independent Officers as specified by Tokyo Stock Exchange, Inc. and has registered them with the same Exchange. If the reelection of these three (3) candidates is approved, the Company plans for their appointments as Independent Officers to continue.

[Reference] List of Board Members if Proposals 2 and 3 are Approved and Their Skill Matrix

A list of members of the Board and the Audit and Supervisory Committee if Proposals 2 and 3 are approved and adopted and their expertise are as follows.

The areas of expertise that are particularly expected based on each Board Member candidate's experience to date are marked with ●. Note that the matrix does not show all insight or experiences they may have.

Name of Board Member candidate	Position in the Company	Corporate management, business strategy	Finance, accounting	Production, technology, quality	Legal affairs, compliance	Human resources, labor, talent development	Global
Kyosuke Kimura	Chairperson	●		●			●
Tomohiko Kimura	President and Chief Executive Officer	●				●	●
Izumi Sato	Senior Managing Director	●		●			
Toshiyuki Hatta	Board Member				●	●	
Yosuke Kimura	Board Member		●	●			
Kenji Ouchi	Board Member (Full-time Audit and Supervisory Committee Member)	●	●				
Yukari Oka	Outside Board Member (Audit and Supervisory Committee Member)				●		
Masaki Sato	Outside Board Member (Audit and Supervisory Committee Member)		●				
Yoshikazu Goto	Outside Board Member (Audit and Supervisory Committee Member)	●					