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(Stock Exchange Code 7313)

June 6, 2023

(Start Date of Electronic Provision Measures: May 26, 2023)

To Shareholders with Voting Rights:

Masanari Yasuda
Representative Director, President
TS TECH CO., LTD.
3-7-27, Sakae-cho, Asaka-shi, Saitama, Japan

NOTICE OF THE 77th ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

You are hereby informed that the 77th Annual General Meeting of Shareholders of TS TECH CO., LTD. (the “Company”) will be held as described below.

As the Company is taking electronic provision measures in convening this General Meeting of Shareholders, matters subject to electronic provision measures are posted as the Notice of the 77th Annual General Meeting of Shareholders on the following Internet website.

- The Company’s website (<https://www.tstech.co.jp/english/ir/other.html>)

In addition to the above, the matters are also posted on the following Internet website.

- The Tokyo Stock Exchange’s website

(<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>)

Please view the materials by accessing the Tokyo Stock Exchange’s website, entering the Company’s name or Stock Exchange Code in the search field, and selecting “Basic information” followed by “Documents for public inspection/PR information” in that order.

- “Net de Shoshu (online convocation)” service (<https://s.srdb.jp/7313/>) (Japanese only)

In the event you are unable to attend on the day of the meeting, you may exercise your voting rights by mail or electromagnetic methods (via the Internet, etc.). If you intend to do so, please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by mail or electromagnetic methods (via the Internet, etc.) no later than 17:30 on Thursday, June 22, 2023.

- 1. Date and time** Friday, June 23, 2023 at 10:00 a.m., Japan time
(Reception is scheduled to start from 9:00 a.m.)
- 2. Place** Ballroom Fuji on the 3rd floor of Hotel Metropolitan
1-6-1, Nishi-Ikebukuro, Toshima-ku, Tokyo, Japan
- 3. Agenda of the Meeting**

Matters to be reported:

1. The Business Report, Consolidated Financial Statements for the Company’s 77th Fiscal Year (April 1, 2022 - March 31, 2023) and results of audits by the Accounting Auditor and the Audit & Supervisory Committee of the Consolidated Financial Statements
2. Non-Consolidated Financial Statements for the Company’s 77th Fiscal Year (April 1, 2022 - March 31, 2023)

Proposals to be resolved:

Proposal 1: Election of Ten (10) Directors (Excluding Directors who are Audit & Supervisory Committee Members)

Proposal 2: Election of Four (4) Directors who are Audit & Supervisory Committee Members

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- There will be no souvenirs or refreshments.
 - We will post a notice on our website in the event that there is a major change to the operation of this meeting.
 - Novel coronavirus infection may spread on the day of the meeting. In order to ensure your safety and prevent the spread of infection, we ask you to exercise your voting rights by mail or via the Internet, etc., if possible.

- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception.
- In the event that the matters subject to electronic provision measures require revisions, a description of the revisions will be posted on the respective websites.
- If the Voting Rights Exercise Form shows neither an approving vote nor a disapproving vote for a Proposal, the vote will be treated as an approving vote.
- The documents listed below are not included in the documents to be delivered to shareholders who have requested paper copies of the material, based on laws and regulations and Article 14 of the Articles of Incorporation, and accordingly, they form part of the documents audited by the Audit & Supervisory Committee and the Accounting Auditor when preparing the Audit Reports.
 - Business Report
 - 1. Status of Our Group
 - 2. Matters Regarding the Company's Shares
 - 3. Matters Regarding the Company's Share Acquisition Rights
 - 4. Matters Regarding Directors (and other Officers)
 - 5. Status of the Accounting Auditor
 - 6. The Company's Systems and Policies
 - Consolidated Financial Statements
 - Consolidated Statement of Changes in Equity
 - Notes to the Consolidated Financial Statements
 - Non-Consolidated Financial Statements
 - Non-Consolidated Balance Sheet
 - Non-Consolidated Statement of Income
 - Non-Consolidated Statement of Changes in Equity
 - Notes to the Non-Consolidated Financial Statements
 - Accounting Auditor's Audit Report on the Consolidated Financial Statements
 - Accounting Auditor's Audit Report
 - Audit & Supervisory Committee's Audit Report

Our Website (Japanese): https://www.tstech.co.jp	Our Website (English): https://www.tstech.co.jp/english
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Reference Documents for the General Meeting of Shareholders

Proposals and References


Proposal 1: Election of Ten (10) Directors (Excluding Directors who are Audit & Supervisory Committee Members)


The term of office for all eleven (11) Directors (excluding Directors who are Audit & Supervisory Committee Members; hereinafter the same applies in this proposal) will expire at the close of this General Meeting of Shareholders. Accordingly, the Company proposes the election of ten (10) Directors.


The candidates for Director are as follows:


Names and other information of Directors


No.	Name	Current position at the Company	Meetings of the Board of Directors attended
1	Masanari Yasuda Reappointment	Representative Director, President	100% (14/14)
2	Yoshitaka Nakajima Reappointment	Representative Director, Vice President	100% (14/14)
3	Kenichi Hasegawa Reappointment	Representative Director, Senior Managing Director	100% (14/14)
4	Akihiko Hayashi Reappointment	Director, Senior Managing Officer	100% (14/14)
5	Atsushi Igaki Reappointment	Director, Senior Managing Officer	100% (14/14)
6	Eiji Toba Reappointment	Director, Managing Officer	100% (14/14)
7	Takahiro Kobori Reappointment	Director, Managing Officer	100% (14/14)
8	Yasushi Suzaki Reappointment	Director, Managing Officer	100% (14/14)
9	Takeshi Ogita Reappointment Outside Independent	Director	100% (14/14)
10	Kaori Matsushita Reappointment Outside Independent	Director	100% (11/11)


No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
1	 <p>Masanari Yasuda (January 9, 1959)</p> <p>[Reappointment]</p> <p>Meetings of the Board of Directors attended: 100% (14/14)</p>	April 1982	Joined the Company	75,380 shares
		April 2007	Corporate Development and Engineering Division, Design Department General Manager	
		April 2008	Operating Officer, Corporate Development and Engineering Division Deputy Executive General Manager	
		April 2010	Operating Officer, Corporate Development and Engineering Division Executive General Manager	
		June 2010	Director, Corporate Development and Engineering Division Executive General Manager	
		June 2014	Managing Director, Corporate Development and Engineering Division Executive General Manager	
		April 2016	Managing Director	
		June 2016	Senior Managing Director (Representative Director), Officer in Charge of Global Business	
		June 2018	Representative Director, President (incumbent)	
		[Significant concurrent positions]	—	
[Reasons for nomination as a candidate for Director]	<p>Mr. Masanari Yasuda has extensive experience, primarily in overseas segments and development domains, and has served as the Company's Representative Director, President since June 2018.</p> <p>In fiscal 2022, he spearheaded the management of the entire Group through his strong leadership and decisiveness, while overseeing business execution as Officer in Charge of Overseas Segments, Quality Assurance, and Development, as well as leading capital alliances and collaborations aimed at improving corporate competitiveness.</p> <p>We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our vision for 2030.</p>			


No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
2	 <p data-bbox="336 965 523 1048">Yoshitaka Nakajima (October 16, 1959)</p> <p data-bbox="347 1077 512 1106">[Reappointment]</p> <p data-bbox="320 1133 539 1216">Meetings of the Board of Directors attended: 100% (14/14)</p>	April 1982	Joined the Company	34,822 shares
		April 2004	Corporate Administration Division, Administration Department General Manager	
		April 2008	President of GUANGZHOU TSK AUTO PARTS CO., LTD.	
		April 2010	Operating Officer, Corporate Administration Division Deputy Executive General Manager	
		April 2012	Operating Officer, Corporate Administration Division Executive General Manager	
		June 2012	Director, Corporate Administration Division Executive General Manager, Compliance Officer (incumbent)	
		April 2015	Director, Corporate Administration Division Executive General Manager, Corporate Business Administration Division Executive General Manager	
		June 2015	Managing Director, Corporate Administration Division Executive General Manager, Corporate Business Administration Division Executive General Manager	
		April 2016	Managing Director, Corporate Administration Division Executive General Manager	
		June 2018	Senior Managing Director, Corporate Administration Division Executive General Manager	
		June 2020	Senior Managing Director (Representative Director)	
		June 2021	Representative Director, Senior Managing Director	
		April 2022	Representative Director, Vice President (incumbent)	
[Significant concurrent positions]		—		
[Reasons for nomination as a candidate for Director]		<p data-bbox="568 1294 1257 1408">Mr. Yoshitaka Nakajima has broad experience, primarily in overseas segments and administration, which has given him a high level of expertise and insight into these domains, and since April 2022 he has served as Representative Director, Vice President.</p> <p data-bbox="568 1413 1257 1547">In fiscal 2022, he supervised administration enhancement and business execution of the entire Group as Officer in Charge of Administration, Business Administration, and Corporate Managerial Planning and contributed to improving corporate value by leading initiatives for sustainability.</p> <p data-bbox="568 1552 1257 1599">We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our vision for 2030.</p>		


No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
3	 Kenichi Hasegawa (April 10, 1959) [Reappointment] Meetings of the Board of Directors attended: 100% (14/14)	April 1982	Joined the Company	26,399 shares
		June 2000	Engineering Sales Division, Motorcycle Engineering Department General Manager	
		April 2012	Director and President of TS TECH DO BRASIL LTDA.	
		April 2014	Operating Officer	
		April 2016	Operating Officer, Director and Chairman of TS TECH DEUTSCHLAND GmbH	
		June 2016	Director, Director and Chairman of TS TECH DEUTSCHLAND GmbH	
		June 2017	Managing Director, Director and Chairman of TS TECH DEUTSCHLAND GmbH	
		April 2020	Managing Director, Corporate Sales and Purchasing Division Executive General Manager	
		June 2020	Senior Managing Director (Representative Director), Corporate Sales and Purchasing Division Executive General Manager Risk Management Officer (incumbent)	
		April 2021	Senior Managing Director (Representative Director)	
		June 2021	Representative Director, Senior Managing Director (incumbent)	
		[Significant concurrent positions] — [Reasons for nomination as a candidate for Director] Mr. Kenichi Hasegawa is engaged in sales activities towards new customers and has a high level of expertise and insight into these domains, based on his experience in development segments and overseas. In fiscal 2022, he supervised business execution as Officer in Charge of New Business Management, Sales, Purchasing, and Manufacturing, promoted the acquisition of new commercial rights aimed at business growth, and he directed risk management for the whole Group. We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our vision for 2030.		


No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
4	 <p>Akihiko Hayashi (November 6, 1959)</p> <p>[Reappointment]</p> <p>Meetings of the Board of Directors attended: 100% (14/14)</p>	April 1978	Joined the Company	15,314 shares
		April 2008	Corporate Manufacturing Division, Saitama Plant Manager	
		April 2010	Operating Officer, Corporate Manufacturing Division Deputy Executive General Manager	
		April 2015	Managing Officer, Corporate Manufacturing Division Deputy Executive General Manager	
		April 2016	Managing Officer, Corporate Manufacturing Division Executive General Manager	
		June 2016	Managing Director, Corporate Manufacturing Division Executive General Manager	
		April 2020	Managing Director, Americas Executive General Manager, Director and President of TS TECH AMERICAS, INC. (incumbent)	
		June 2020	Senior Managing Director	
		April 2021	Senior Managing Director, Americas Segment Executive General Manager	
		June 2021	Director, Senior Managing Officer, Americas Segment Executive General Manager (incumbent)	
[Significant concurrent positions] Director and President of TS TECH AMERICAS, INC.		<p>[Reasons for nomination as a candidate for Director] Mr. Akihiko Hayashi has broad experience, primarily in overseas segments and manufacturing, which has given him a high level of expertise and insight into these domains. In fiscal 2022, he managed business execution such as optimizing the business structure, primarily in the Americas. We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our vision for 2030.</p>		


No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
5	 <p data-bbox="320 779 507 831">Atsushi Igaki (January 21, 1963)</p> <p data-bbox="347 860 512 889">[Reappointment]</p> <p data-bbox="320 918 539 999">Meetings of the Board of Directors attended: 100% (14/14)</p>	April 1986	Joined Honda Motor Co., Ltd.	13,118 shares
		April 2014	General Manager of Regional Operation Planning Office (Japan) of Honda Motor Co., Ltd.	
		April 2016	Joined the Company, Corporate Business Administration Division Executive General Manager	
		June 2016	Director, Corporate Business Administration Division Executive General Manager	
		May 2020	Representative Director of Honda Cars SAITAMAKITA (incumbent)	
		June 2020	Managing Director, Corporate Business Administration Division Executive General Manager	
		June 2021	Director, Managing Officer, Corporate Business Administration Division Executive General Manager	
		April 2022	Director, Senior Managing Officer, Corporate Business Administration Division Executive General Manager (incumbent)	
		<p data-bbox="564 891 895 920">[Significant concurrent positions]</p> <p data-bbox="564 920 1118 949">Representative Director of Honda Cars SAITAMAKITA</p> <p data-bbox="564 987 1075 1016">[Reasons for nomination as a candidate for Director]</p> <p data-bbox="564 1016 1241 1151">Mr. Atsushi Igaki has an extensive business track record in Japan and overseas at Honda Motor Co., Ltd., and broad experience and insight into operations, finance business administration and other domains. In fiscal 2022, he endeavored to build finance strategy to support business growth across the whole Group.</p> <p data-bbox="564 1151 1241 1200">We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our vision for 2030.</p>		

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
6	 <p>Eiji Toba (September 17, 1968)</p> <p>[Reappointment]</p> <p>Meetings of the Board of Directors attended: 100% (14/14)</p>	April 1994	Joined the Company	11,232 shares
		April 2007	Stationed at TS TECH NORTH AMERICA, INC. (currently TS TECH AMERICAS, INC.)	
		July 2013	Corporate Development and Engineering Division, Model LPL Department Model LPL	
		April 2016	Operating Officer, Director and President of TS TECH DO BRASIL LTDA.	
		April 2019	Operating Officer, Corporate Manufacturing Division Deputy Executive General Manager	
		April 2020	Operating Officer, Asia and Europe Executive General Manager, Director and President of TS TECH ASIAN CO., LTD. Director and Chairman of TS TECH BANGLADESH LIMITED Director and Chairman of TS TECH UK LTD	
		June 2020	Managing Director	
		April 2021	Managing Director, Asia and Europe Segment Executive General Manager	
		June 2021	Director, Managing Officer, Asia and Europe Segment Executive General Manager	
		April 2022	Director, Managing Officer, Corporate Development and Engineering Division Executive General Manager (incumbent)	
[Significant concurrent positions]		—		
[Reasons for nomination as a candidate for Director] Mr. Eiji Toba has extensive overseas experience, and broad experience primarily in development and manufacturing, which have given him a high level of expertise and insight into these domains. In fiscal 2022, he led the entire development domain, including the development of next-generation technologies. We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our vision for 2030.				

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
7	 <p>Takahiro Kobori (June 10, 1970)</p> <p>[Reappointment]</p> <p>Meetings of the Board of Directors attended: 100% (14/14)</p>	April 1994	Joined the Company	12,045 shares
		April 2002	Stationed at TS TECH NORTH AMERICA, INC. (currently TS TECH AMERICAS, INC.)	
		April 2014	Corporate Development and Engineering Division, Design Department General Manager	
		April 2016	Corporate Development and Engineering Division Deputy Executive General Manager	
		April 2017	Operating Officer, Corporate Development and Engineering Division Deputy Executive General Manager	
		April 2020	Operating Officer, Corporate Development and Engineering Division Executive General Manager	
		June 2020	Director, Corporate Development and Engineering Division Executive General Manager	
		June 2021	Director, Operating Officer, Corporate Development and Engineering Division Executive General Manager	
		April 2022	Director, Managing Officer, Corporate Sales and Purchasing Division Executive General Manager (incumbent)	
		<p>[Significant concurrent positions]</p> <p>—</p> <p>[Reasons for nomination as a candidate for Director] Mr. Takahiro Kobori has broad experience, primarily in overseas segments and development, which has given him a high level of expertise and insight into these domains. In fiscal 2022, he led the entire global sales and purchasing domains. We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our vision for 2030.</p>		

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
8	 Yasushi Suzaki (May 5, 1966) [Reappointment] Meetings of the Board of Directors attended: 100% (14/14)	April 1990	Joined the Company	9,839 shares
		April 2003	Stationed at TS TECH NORTH AMERICA, INC. (currently TS TECH AMERICAS, INC.)	
		April 2012	Corporate Manufacturing Division, Manufacturing Planning Department General Manager	
		April 2016	Corporate Manufacturing Division, Saitama Plant Manager	
		April 2018	Operating Officer, Corporate Manufacturing Division Deputy Executive General Manager	
		April 2020	Operating Officer, Corporate Manufacturing Division Executive General Manager	
		June 2020	Director, Corporate Manufacturing Division Executive General Manager	
		June 2021	Director, Operating Officer, Corporate Manufacturing Division Executive General Manager	
		April 2022	Director, Managing Officer, Corporate Manufacturing Division Executive General Manager (incumbent)	
		[Significant concurrent positions] — [Reasons for nomination as a candidate for Director] Mr. Yasushi Suzaki has broad experience, primarily in overseas segments and manufacturing, which has given him a high level of expertise and insight into these domains. In fiscal 2022, he led the establishment of globally-competitive production systems and functions. We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our vision for 2030.		

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
9	 <p data-bbox="343 846 513 902">Takeshi Ogita (March 20, 1951)</p> <p data-bbox="343 929 513 963">[Reappointment]</p> <p data-bbox="320 987 536 1066">Meetings of the Board of Directors attended: 100% (14/14)</p>	April 1980	Joined Sankyo Co., Ltd.	1,467 shares
		August 2001	General Manager of Research Promotion Department of Sankyo Co., Ltd.	
		October 2003	Vice President, Sankyo Pharma Development	
		July 2004	Corporate Officer, Head of New Drug Development Division, Sankyo Co., Ltd.	
		April 2007	Executive Officer, Head of Pharmaceutical Technology Division of Daiichi Sankyo Co., Ltd.	
		June 2009	Member of the Board, Senior Executive Officer of Daiichi Sankyo Co., Ltd.	
		April 2014	Member of the Board, Senior Executive Officer, Head of Vaccine Business Intelligence Division of Daiichi Sankyo Co., Ltd. Representative Director and President of Kitasato Daiichi Sankyo Vaccine Co., Ltd.	
		April 2017	Guest Professor of Graduate School of Creative Science and Engineering, Waseda University	
		June 2018	Outside Director of Japan Hades Co., Ltd. (incumbent)	
		June 2020	Director of the Company (incumbent)	
		[Significant concurrent positions] Outside Director of Japan Hades Co., Ltd.		

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
10	 Kaori Matsushita (April 16, 1959) [Reappointment] Meetings of the Board of Directors attended: 100% (11/11)	April 1982	Joined FUJITSU LIMITED	397 shares
		April 2007	General Manager of Project Management Department, Alliance Management Division, Global Strategy Headquarters of FUJITSU LIMITED	
		September 2013	Diversity Mentor of FUJITSU LIMITED	
		April 2016	Senior Director, Global Marketing Headquarters of FUJITSU LIMITED	
		May 2019	CEO of K&L Consulting LLC (incumbent)	
		June 2020	Outside Director and Audit & Supervisory Committee Member of Taisei Oncho Co., Ltd. (incumbent)	
		May 2022	Outside Director of Belc CO., LTD. (incumbent)	
		June 2022	Director of the Company (incumbent)	
		[Significant concurrent positions] CEO of K&L Consulting LLC Outside Director and Audit & Supervisory Committee Member of Taisei Oncho Co., Ltd. Outside Director of Belc CO., LTD.		
		[Reasons for nomination as a candidate for Outside Director, and summary of expected roles] Ms. Kaori Matsushita has extensive experience and insight gained through the planning and promotion of new business and corporate alliance strategy at a comprehensive IT vendor, and diversity management support at a consulting company. We request her reappointment as Outside Director in the expectation that she will continue to contribute to enhancing diversity and ensuring the soundness of management of the Company.		

(Notes)

1. No special interest exists between the above candidates and the Company.
2. Mr. Takeshi Ogita and Ms. Kaori Matsushita are candidates for Outside Director as prescribed in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act.
3. The Company has designated Mr. Takeshi Ogita and Ms. Kaori Matsushita as Independent Officers as stipulated by Tokyo Stock Exchange, Inc. and notified the Exchange as such. If these candidates are re-elected and assume office as Directors, the Company will continue to designate them as Independent Officers as stipulated by Tokyo Stock Exchange, Inc. and notify the Exchange as such.
4. The period of service of Mr. Takeshi Ogita as an Outside Director of the Company will be three (3) years at the close of this Annual General Meeting of Shareholders.
5. The period of service of Ms. Kaori Matsushita as an Outside Director of the Company will be one (1) year at the close of this Annual General Meeting of Shareholders.
6. Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Mr. Takeshi Ogita and Ms. Kaori Matsushita to limit their liability for damages, as prescribed in Article 423, Paragraph 1 of the same Act. The amount of liability under the agreement is limited to the minimum liability amount as provided for in Article 425, Paragraph 1 of the same Act. If Mr. Takeshi Ogita and Ms. Kaori Matsushita are re-elected, the Company will continue the above agreement with each of them.
7. The Company has entered into a directors and officers liability (D&O liability) insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company to cover legal damages and litigation expenses in the event that a claim for damages is made against the insured parties. The candidates will be included among the insured parties under this insurance contract if they are elected and assume office as Directors. The Company intends to renew this insurance contract with the same contents at the time of the next renewal.

■ Opinions of the Audit & Supervisory Committee

The Audit & Supervisory Committee deliberated on the selection of candidates for Director (excluding Directors who are Audit & Supervisory Committee Members) in this proposal after confirming the

details of deliberations by the Nomination and Compensation Committee and evaluating the status of business execution, career summary and expertise, etc. of each candidate.

As a result, we have determined that the procedures for selection are reasonable, and that the selection of candidates for Director (excluding Directors who are Audit & Supervisory Committee Members) is appropriate.



Proposal 2: Election of Four (4) Directors who are Audit & Supervisory Committee Members


The term of office for all four (4) Directors who are Audit & Supervisory Committee Members will expire at the close of this General Meeting of Shareholders. Accordingly, the Company proposes the election of four (4) Directors who are Audit & Supervisory Committee Members. The consent of the Audit & Supervisory Committee has been obtained regarding this proposal.

The candidates for Directors who are Audit & Supervisory Committee Members are as follows:

No.	Name		Current position at the Company	Meetings of the Board of Directors attended	Meetings of the Audit & Supervisory Committee attended
1	Tatsuo Sekine	Reappointment	Director, Audit & Supervisory Committee Member	100% (14/14)	100% (15/15)
2	Hajime Hayashi	Reappointment Outside Independent	Director, Audit & Supervisory Committee Member	100% (14/14)	100% (15/15)
3	Tomoko Nakada	Reappointment Outside Independent	Director, Audit & Supervisory Committee Member	100% (14/14)	100% (15/15)
4	Kenichi Naito	New appointment Outside Independent	—	—	—

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
1	 Tatsuo Sekine (May 17, 1958) [Reappointment] Meetings of the Board of Directors attended: 100% (14/14) Meetings of the Audit & Supervisory Committee attended: 100% (15/15)	April 1982	Joined the Company	12,930 shares
		April 2004	Corporate Business Administration Division, Accounting Department General Manager	
		April 2010	Operating Officer, Corporate Business Supervision Division Deputy Executive General Manager	
		April 2011	Operating Officer, Corporate Business Administration Division Deputy Executive General Manager	
		April 2017	Managing Officer, Corporate Managerial Planning Office General Manager	
		April 2020	Managing Officer	
		June 2020	Auditor	
		June 2021	Director (Audit & Supervisory Committee Member) (incumbent)	
		[Significant concurrent positions] — [Reasons for nomination as a candidate for Director who is an Audit & Supervisory Committee Member] Mr. Tatsuo Sekine has extensive experience, primarily in finance and business administration domains. Until fiscal 2019, he served as Corporate Managerial Planning Office General Manager, leading the formulation of Group management strategy, and is deeply familiar with operations across all facets of management. We request his reappointment as Director who is an Audit & Supervisory Committee Member, in the expectation that he can continue to utilize the insight that he has cultivated until now to contribute to the audit and supervision of the Company's management.		

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
2	 <p>Hajime Hayashi (April 19, 1958)</p> <p>[Reappointment]</p> <p>Meetings of the Board of Directors attended: 100% (14/14)</p> <p>Meetings of the Audit & Supervisory Committee attended: 100% (15/15)</p>	April 1983	Joined Mie Labor Management Center	629 shares
		April 1986	Registered as an Attorney Joined Owaki & Sumi Law Office	
		April 1989	Joined Meiwa Law Office	
		May 1996	Joined Sazanka Law Office (incumbent)	
		June 2020	Auditor of the Company	
		June 2021	Director (Audit & Supervisory Committee Member) (incumbent)	
		<p>[Significant concurrent positions] Founder of Sazanka Law Office</p> <p>[Reasons for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member, and summary of expected roles] Mr. Hajime Hayashi has broad insight and extensive experience as an attorney. Since his appointment as Outside Director of the Company, he has appropriately performed audits, such as by giving advice on the management of the Company as necessary. We request his reappointment as Outside Director who is an Audit & Supervisory Committee Member, in the expectation that he can continue to contribute to ensuring the soundness of management, and the audit and supervision of the Company's management.</p>		
3	 <p>Tomoko Nakada (January 20, 1972)</p> <p>[Reappointment]</p> <p>Meetings of the Board of Directors attended: 100% (14/14)</p> <p>Meetings of the Audit & Supervisory Committee attended: 100% (15/15)</p>	April 1997	Assistant Judge (Tokyo District Court)	1,011 shares
		June 2000	Registered as an Attorney (affiliated with Dai-ni Tokyo Bar Association)	
		August 2002	Registered as an Attorney (New York State)	
		March 2015	International Fellow of The American College of Trust and Estate Counsel (incumbent)	
		April 2017	Academician of The International Academy of Estate and Trust Law (incumbent)	
		December 2020	Representative of Tokyo Heritage Law Firm (incumbent)	
		June 2021	Director (Audit & Supervisory Committee Member) of the Company (incumbent)	
<p>[Significant concurrent positions] Representative of Tokyo Heritage Law Firm</p> <p>[Reasons for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member, and summary of expected roles] Ms. Tomoko Nakada has extensive overseas experience and broad insight as an attorney. Since her appointment as Outside Director of the Company, she has appropriately performed audits, such as by giving advice on the management of the Company as necessary. We request her reappointment as Outside Director who is an Audit & Supervisory Committee Member, in the expectation that she can continue to contribute to ensuring the soundness of management, and the audit and supervision of the Company's management.</p>				

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
4	 Kenichi Naito (December 25, 1958) [New appointment] Meetings of the Board of Directors attended: — Meetings of the Audit & Supervisory Committee attended: —	April 1982	Joined Ube Industries, Ltd. (currently UBE Corporation)	0 shares
		May 2002	General Manager of Administration Dept., Ube Techno Eng Co., Ltd. (currently UBE MACHINERY CORPORATION, Ltd.)	
		June 2008	Director, General Manager of Administration Center, Ube Techno Eng Co., Ltd.	
		June 2014	Managing Director, Executive General Manager of Administration Dept., T&U ELECTRONICS CO., LTD	
		June 2017	Auditor, UBE EXSYMO CO., LTD.	
		[Significant concurrent positions] —		

(Notes)

- No special interest exists between the above candidates and the Company.
- Mr. Hajime Hayashi, Ms. Tomoko Nakada, and Mr. Kenichi Naito are candidates for Outside Director as prescribed in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act.
- The Company has designated Mr. Hajime Hayashi and Ms. Tomoko Nakada as Independent Officers as stipulated by Tokyo Stock Exchange, Inc. and notified the Exchange as such. If these candidates are re-elected and assume office as Directors who are Audit & Supervisory Committee Members, the Company will continue to designate them as Independent Officers as stipulated by Tokyo Stock Exchange, Inc. and notify the Exchange as such. If Mr. Kenichi Naito assumes office as a Director who is an Audit & Supervisory Committee Member, then the Company will designate him as an Independent Officer as stipulated by Tokyo Stock Exchange, Inc. and notify the Exchange as such.
- Although Mr. Hajime Hayashi has not been engaged in corporate management other than serving as an Outside Director or an Outside Auditor, the Company believes that he is capable of appropriately fulfilling his duties as a Director who is an Audit & Supervisory Committee Member, based on his broad knowledge and extensive experience as an attorney.
- Although Ms. Tomoko Nakada has not been engaged in corporate management, the Company believes that she is capable of appropriately fulfilling her duties as a Director who is an Audit & Supervisory Committee Member, based on her broad knowledge as an attorney and global perspective cultivated through her extensive experience overseas.
- Mr. Kenichi Naito has extensive experience and insight through financial accounting, domestic and international sales, supervising sales of group companies, corporate management at a major general chemicals manufacturer as well as auditing duties as an auditor, and the Company believes that he is capable of appropriately fulfilling his duties as a Director who is an Audit & Supervisory Committee Member by contributing to strengthening the decision-making function and the auditing and supervisory function of the Company's Board of Directors from an independent standpoint, utilizing his broad insight cultivated through his experience.
- Mr. Hajime Hayashi is currently a Director who is an Audit & Supervisory Committee Member of the Company, and the period of service of Mr. Hajime Hayashi as Director who is an Audit & Supervisory Committee Member of the Company will be two (2) years at the close of this General Meeting of Shareholders.
- Ms. Tomoko Nakada is currently a Director who is an Audit & Supervisory Committee Member of the Company, and the period of service of Ms. Tomoko Nakada as Director who is an Audit & Supervisory Committee Member of the Company will be two (2) years at the close of this General Meeting of Shareholders.
- Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into agreements with Mr. Hajime Hayashi and Ms. Tomoko Nakada to limit their liability for damages, as prescribed in Article 423, Paragraph 1 of the same Act. The amount of liability under the agreement is limited to the minimum

liability amount as provided for in Article 425, Paragraph 1 of the same Act. If Mr. Hajime Hayashi and Ms. Tomoko Nakada are re-elected and assume office as Directors who are Audit & Supervisory Committee Members, the Company will continue these agreements with them, as Directors who are Audit & Supervisory Committee Members.

10. If Mr. Kenichi Naito is elected and assumes office as a Director who is an Audit & Supervisory Committee Member, pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company will enter into an agreement with him to limit his liability for damages, as prescribed in Article 423, Paragraph 1 of the same Act. The amount of liability under the agreement is limited to the minimum liability amount as provided for in Article 425, Paragraph 1 of the same Act.

11. The Company has entered into a directors and officers liability (D&O liability) insurance contract with an insurance company, to cover legal damages and litigation expenses in the event that a claim for damages is made against the insured parties. The candidates will be included among the insured parties under this insurance contract if they are elected and assume office as Directors who are Audit & Supervisory Committee Members. The Company intends to renew this insurance contract with the same contents at the time of the next renewal.

(Reference: Skill Matrix of Candidates for Director)

Name	Positions		Experience and expertise									
			Corporate management		Knowledge about international business and overseas conditions	Finance and accounting	Technology development	Manufacturing and quality	Environment	Sales and procurement	Human resources development and diversity	Legal affairs and risk management
			Management strategy									
Masanari Yasuda	Representative Director, President	■	○	○	○		○	○				
Yoshitaka Nakajima	Representative Director, Vice President	■	○	○	○	○			○		○	○
Kenichi Hasegawa	Representative Director, Senior Managing Director		○	○	○		○	○		○		○
Akihiko Hayashi	Director, Senior Managing Officer			○	○			○		○	○	
Atsushi Igaki	Director, Senior Managing Officer			○	○	○						
Eiji Toba	Director, Managing Officer			○	○		○	○		○		
Takahiro Kobori	Director, Managing Officer			○	○		○		○	○	○	
Yasushi Suzuki	Director, Managing Officer			○	○			○	○			
Takeshi Ogita	Director	■ ■ ■		○			○					
Kaori Matsushita	Director	■ ■		○	○						○	
Tatsuo Sekine	Director, Audit & Supervisory Committee Member				○	○						○
Hajime Hayashi	Director, Audit & Supervisory Committee Member	■ ■ ■										○
Tomoko Nakada	Director, Audit & Supervisory Committee Member	■ ■			○						○	○
Kenichi Naito	Director, Audit & Supervisory Committee Member	■ ■		○	○	○						○

- Nomination and Compensation Committee
- Outside Directors
- Independent Directors

Note: The above “positions” shall be applied in the event that each candidate is elected at this General Meeting of Shareholders.