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Securities Code: 6464

February 29, 2024

(Commencement date of electronic provision measures: February 28, 2024)

To Shareholders with Voting Rights:

Koji Hirota
Director and Representative
Executive Officer
TSUBAKI NAKASHIMA CO., LTD.
19, Shakudo, Katsuragi, Nara, Japan

NOTICE OF THE 18th ANNUAL SHAREHOLDERS' MEETING

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

We wish to offer our condolences to those who have been affected by the 2024 Noto Peninsula Earthquake.

This is to notify you that the 18th Annual Shareholders' Meeting (the "Meeting") of TSUBAKI NAKASHIMA CO., LTD. (the "Company") will be held for the purposes as described below.

In convening the Meeting, we have taken electronic provision measures and have posted the matters subject to electronic provision measures as "Notice of Convocation Annual General Meeting 2024" on the following website on the Internet.

[Company's website] <https://www.tsubaki-nakashima.com/en/ir/meeting/>

In addition to the above, the matters subject to electronic provision measures are also posted on the following website on the Internet. Please access the following website, search for the information by entering "TSUBAKI NAKASHIMA" in "Issue name (company name)" or "6464" in "Code," and select "Basic information" and then "Documents for public inspection/PR information."

[TSE website (Listed Company Search)]

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

If you exercise your voting rights in writing or via the Internet, please review the Reference Documents for the Shareholders' Meeting described below, and exercise your voting rights either by indicating your approval or disapproval of the proposal on the enclosed Voting Rights Exercise Form and returning it by mail, or by accessing the voting website designated by the Company (<https://evote.tr.mufg.jp/>) (in Japanese) and entering your approval or disapproval of the proposal, no later than 6:00 p.m. on Thursday, March 21, 2024, Japan time.

- 1. Date and Time:** Friday, March 22, 2024 at 10:00 a.m. Japan time (Reception begins at 9:00 a.m. Japan time)
- 2. Place:** Ball Room TSURU, 5th floor, Hotel Nikko Osaka located at 1-3-3, Nishi-Shinsaibashi, Chuo-ku, Osaka-shi, Osaka, Japan
- 3. Meeting Agenda:**
 - Matters to be reported:**
 1. Business Report, Consolidated Financial Statements for the Company's 18th Fiscal Year (January 1, 2023 – December 31, 2023) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit Committee
 2. Non-consolidated Financial Statements for the Company's 18th Fiscal Year (January 1, 2023 – December 31, 2023)

Proposal to be resolved:

Proposal: Election of Seven (7) Directors

- When attending the Meeting in person, please submit the enclosed Voting Rights Exercise Form at the reception. Please also bring this Notice with you to save resources.
- Please note that no souvenirs will be distributed to the attendees of the shareholders' meeting. We appreciate your understanding.
- If there are any amendments to the matters subject to electronic provision measures, they will be posted on each website mentioned above.
- In addition, if there is any other information to be notified to shareholders, it will be posted on the Company's website (<https://www.tsubaki-nakashima.com/en/>). Please check the latest information on the Company's website as appropriate.
- The following matters are not included in the documents to be delivered to shareholders who have requested the delivery of documents in paper form pursuant to the laws and regulations and Article 15, Paragraph 2 of the Company's Articles of Incorporation. The Audit Committee and the Accounting Auditor have audited the documents that are subject to be audited, including the following matters.

| | |
|--|--|
| <p>Business Report</p> <ul style="list-style-type: none"> • Matters Regarding Shares of the Company • Matters Regarding Share Acquisition Rights, etc. of the Company • Status of Accounting Auditor • Basic Policy For Creating Internal Control System and Overview of Its Operation <p>Consolidated Financial Statements</p> <ul style="list-style-type: none"> • Consolidated Statements of Financial Position • Consolidated Statements of Profit or Loss and Other Comprehensive Income (Loss) • Consolidated Statements of Changes in Equity • Notes to Consolidated Financial Statements | <p>Non-consolidated Financial Statements</p> <ul style="list-style-type: none"> • Balance Sheet • Statements of Profit or Loss • Statements of Changes in Equity • Notes to Non-consolidated Financial Statements <p>Audit Report</p> <ul style="list-style-type: none"> • Accounting Auditor's Audit Report on Consolidated Financial Statements • Accounting Auditor's Audit Report on Non-consolidated Financial Statements • Audit Committee's Audit Report |
|--|--|

Guidance for Exercise of Voting Rights

Voting rights at shareholders' meetings are important rights of shareholders. Options for exercising your voting rights are outlined below. Please refer to the Reference Documents for the Shareholders' Meeting described below and exercise your voting rights.

Exercise your voting rights in advance

Exercise of voting rights by mail

Please indicate your approval or disapproval of the proposal on the enclosed Voting Rights Exercise Form and return it by mail so that it will reach us no later than 6:00 p.m. on Thursday, March 21, 2024, Japan time.

If there is no indication on the Voting Rights Exercise Form of your approval or disapproval for the proposal, it will be treated as an indication of approval.

Exercise of voting rights via the Internet

Please access the voting website and exercise your voting rights no later than 6:00 p.m. on Thursday, March 21, 2024, Japan time. (Please see the next page for detailed guidance for exercise of voting rights via the Internet.)

If you attend the Meeting in person

Please bring the enclosed Voting Rights Exercise Form to the venue and submit it at the reception. Also, please bring this Notice with you.

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| The Company participates in the electronic voting system platform for institutional investors, which is operated by ICJ, Inc. |
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Guidance for Exercise of Voting Rights via the Internet

Exercise of your voting rights via the Internet is only possible by using the voting website (<https://evote.tr.mufg.jp/>) (in Japanese) designated by the Company. (Please note that the website is not accessible from 2:30 a.m. to 4:30 a.m. every day. Also, you may not be able to access it depending on your Internet access environment.)

Deadline of exercise No later than 6:00 p.m. on Thursday, March 21, 2024, Japan time

How to read the QR code

- (i) Read the QR code
Read “the voting website login QR code for smartphones” at the lower right of the enclosed Voting Rights Exercise Form with your smartphone. You do not need to enter the login ID and password.
- (ii) Chose how to exercise your voting rights
Click on the URL displayed to open the voting website.
There are two ways to exercise your voting rights.
 - Thereafter, indicate your approval or disapproval of the proposal, following the instructions on the screen.

How to enter the login ID and the temporary password [the voting website (<https://evote.tr.mufg.jp/>)]

- (i) Access the voting website (in case of personal computer)
 - (a) Click “Go to next page.”
 - (ii) Log in
 - (b) Enter the “login ID” and “temporary password” indicated on the Voting Rights Exercise Form.
 - (c) Click “log in.”
- Thereafter, indicate your approval or disapproval of the proposal, following the instructions on the screen.

(Notes)

- Please note that if you have exercised your voting rights both by mailing the Voting Rights Exercise Form and via the Internet, your voting via the Internet will be deemed valid. If you have exercised your voting rights multiple times via the Internet, the last vote will be deemed valid.
- Charges for using the voting website (Internet access fees, communication fees, etc.) shall be borne by shareholders.
- Handling of passwords
 1. A new login ID and a temporary password will be issued and provided to shareholders each time a shareholders’ meeting is convened.
 2. Your password is a means to prove that the person exercising the voting rights is the shareholder to whom the voting rights belong. We request you to handle it with care. We do not answer your inquiry about passwords by telephone, etc. We appreciate your understanding.

For inquiries regarding the exercise of voting rights via the Internet (Help Desk)
Securities Transfer Agency Division, Mitsubishi UFJ Trust and Banking Corporation
Tel. 0120-173-027 (toll-free within Japan)
Business hours: from 9:00 a.m. to 9:00 p.m.

Reference Documents for the Shareholders' Meeting

Proposal and References

Proposal: Election of Seven (7) Directors

As the terms of office of all eight (8) Directors will expire at the conclusion of this Meeting, the election of seven (7) Directors is proposed.

This proposal was determined by the Nominating Committee meeting held on February 9, 2024. The candidates are as follows:

| No. | Name | | | Positions and responsibilities in the Company | Attendance at Board of Directors meetings (FY2023) | Years served as Director (at the conclusion of this Meeting) |
|-----|-----------------|---|--------|---|--|--|
| 1 | Koji Hirota | Reappointment | Male | Director and Representative Executive Officer, President, CEO GM of Ball Operations Division Member of Nominating Committee Member of Compensation Committee | 20/20 meetings (100%) | 6 years |
| 2 | Hisashi Tate | Reappointment | Male | Director Executive Officer, Senior EVP, CFO Business Planning and Strategy, IR | 20/20 meetings (100%) | 2 years |
| 3 | Evelise Faro | Reappointment | Female | Director Executive Officer Senior EVP Deputy GM of Ball Operations Division (Marketing, Product Management) Quality, Engineering, DX Roller Operations | 12/13 meetings (92%) | 1 year |
| 4 | Ken Kono | Reappointment Outside Independent | Male | Director Chairperson of Audit Committee | 20/20 meetings (100%) | 11 years and 9 months |
| 5 | Keizo Tannawa | Reappointment Outside Independent | Male | Director Chairperson of Nominating Committee Member of Compensation Committee | 20/20 meetings (100%) | 8 years |
| 6 | Noboru Yamamoto | Reappointment Outside Independent | Male | Director Chairperson of Compensation Committee Member of Audit Committee | 20/20 meetings (100%) | 6 years |
| 7 | Tadatomo Kato | New appointment Outside Independent | Male | - | - | - |

Note: Ms. Evelise Faro's attendance at the Board of Directors meetings above covers those convened after she was appointed as Director on March 24, 2023.

| No. | Name (Date of birth) | Career summary | Number of shares of the Company held |
|---|---|---|--|
| 1 | <p style="text-align: center;">Koji Hirota (October 27, 1951)</p> <p style="text-align: center;"><u>Reappointment</u> <u>Male</u></p> | <p>Apr. 1976 Joined Nissan Motor Co., Ltd. Jul. 1996 General Manager of Nissan Europe S.A.S Apr. 2003 HR Director of Hashimoto Forming Industries Co., Ltd. (currently FALTEC Co., Ltd.) May 2008 Senior Vice President of Niles Co., Ltd. (currently Valeo Japan Co., Ltd.) Nov. 2014 Managing Executive Officer, CAO of the Company Jun. 2016 Director of TSUBAKI NAKASHIMA GLOBAL PTE. LTD. (currently TN ASIA PTE. LTD.) Aug. 2017 Director of NN International B.V. (currently TN EUROPE, B.V.) Sep. 2017 Director of NN Europe S.p.A. (currently TN ITALY, S.P.A.) Mar. 2018 Director and Representative Executive Officer, Senior EVP of the Company Apr. 2018 Director of TN GEORGIA, INC. Apr. 2018 Chairman of TN TAICANG CO., LTD. Mar. 2019 Director and Representative Executive Officer, President, COO of the Company Jan. 2020 Director and Representative Executive Officer, President, CEO of the Company Jul. 2020 Director of TN TENNESSEE, LLC. (Current positions and responsibilities in the Company) Director / Representative Executive Officer, President, CEO / GM of Ball Operations Division / Member of Nominating Committee / Member of Compensation Committee [Significant concurrent positions] Chairman of TN TAICANG CO., LTD. / Director of TN ASIA PTE. LTD. / Director of TN GEORGIA, INC. / Director of TN TENNESSEE, LLC. / Director of TN EUROPE, B.V. / Director of TN ITALY, S.P.A.</p> | 15,300 |
| <p>[Reason for nomination as candidate for Director] The candidate has extensive experience and insight as well as discernment in global business mainly in areas of human resources, sustainability, compliance and sales at an automaker and auto component suppliers. Since taking office as a Director, he has made achievements in establishing compliance and having it take root, improving a level of management and supervision of the Company's primary processes, and supervising the restructuring of our U.S. business. Recognizing that the unpredictable global situations and business environment will continue, we have regarded it as urgent issues to, in terms of products, improve quality of sales as reaffirming our strength and areas to be improved, and establish a management system that is more appropriate for pushing ahead with development of our business from a new point of view. In this regard, the Company requests the candidate's re-election as a Director so as to have him focus on recovery and improvement of the Group's corporate value as Representative Executive Officer, President, CEO.</p> | | | |

| No. | Name (Date of birth) | Career summary | Number of shares of the Company held |
|---|---|--|--|
| 2 | <p data-bbox="186 508 410 566">Hisashi Tate (February 19, 1956)</p> <p data-bbox="213 595 384 654">Reappointment Male</p> | <p data-bbox="426 271 1259 584"> Apr. 1979 Joined Nissan Motor Co., Ltd. Jul. 1997 General Manager of Nissan Europe N.V. Jul. 2000 Director of Warner Bros. Japan LLC Mar. 2019 Executive Officer of the Company Jan. 2021 Executive Officer, CSO of the Company Jan. 2022 Executive Officer, Senior EVP, CFO of the Company Mar. 2022 Corporate Auditor of TN GEORGIA, INC. Corporate Auditor of TN TENNESSEE, LLC. Director and Executive Officer, Senior EVP, CFO of the Company Jun. 2022 Auditor of TN TAICANG CO., LTD. </p> <p data-bbox="426 680 1286 857"> (Current positions and responsibilities in the Company) Director / Executive Officer, Senior EVP, CFO / Business Planning and Strategy, IR [Significant concurrent positions] Auditor of TN TAICANG CO., LTD. / Corporate Auditor of TN GEORGIA, INC. / Corporate Auditor of TN TENNESSEE, LLC. </p> | 10,000 |
| <p data-bbox="193 902 703 925">[Reason for nomination as candidate for Director]</p> <p data-bbox="193 931 1461 1106">The candidate has advanced insight, experience, and a successful track record in the global industries mainly in finance, management planning, launch of business, etc. at automakers and the content industry. He reviewed unprofitable businesses and non-core businesses, and promoted M&As in the medical device business. Regarding it as continuing issues to pilot the medium-term management strategy, establish a corporate vision from a new point of view, and boost stages of the growth, the Company wishes the candidate with broad perspective, flexible way of thinking, and ability to take action to be responsible for functions for supporting the growth together, and therefore requests the candidate's re-election as a Director.</p> | | | |

| No. | Name (Date of birth) | Career summary | Number of shares of the Company held |
|---|--|--|--|
| 3 | Evelise Faro (November 25, 1973) Reappointment Female | <p>Sep. 1998 Sales & Key Account Manager of Freudenberg-NOK General Partnership</p> <p>Feb. 2004 General Manager of Corteco Mexico</p> <p>Jan. 2007 Director of Corteco USA</p> <p>Apr. 2014 Vice President and General Manager of NN, Inc.</p> <p>Mar. 2018 Executive Officer of the Company</p> <p>Jan. 2020 Senior Executive Officer of the Company</p> <p>Feb. 2020 Director of TN ITALY, S.P.A.</p> <p>Jan. 2022 Executive Officer, Senior EVP, CTO (Chief Transformation Officer) of the Company</p> <p>Mar. 2023 Director and Executive Officer, Senior EVP, CTO of the Company</p> <p>Jan. 2024 Director and Executive Officer, Senior EVP of the Company</p> <p>(Current positions and responsibilities in the Company)</p> <p>Director / Executive Officer, Senior EVP /Deputy GM of Ball Operations Division (Marketing, Product Management), Quality, Engineering, DX, Roller Operations [Significant concurrent position]</p> <p>Director of TN ITALY, S.P.A.</p> | 0 |
| <p>[Reason for nomination as candidate for Director]</p> <p>The candidate has been responsible for key business units in a global automotive-related manufacturing company, and has applied her experience and achievements at a company in the same industry, which was acquired by the Company in 2017, to the growth of the Company's ball and roller business. Most recently, she has been engaged in the promotion of sustainability (ESG) initiatives and work related to business transformation.</p> <p>After taking office as a Director, she has put emphasis on building processes related to products and marketing, led finishing of the roller business integration in Europe, and supervised the closure of the stamping parts plant in the Netherlands.</p> <p>The Company believes she can contribute to diversifying our management perspectives and improving governance while further developing her experience and knowledge in business transformation which was an aim of her taking office as a Director, and therefore requests the candidate's re-election as a Director.</p> | | | |
| 4 | Ken Kono (October 9, 1971) Reappointment Outside Independent Male | <p>Oct. 1996 Passed the essay tests of the CPA examination</p> <p>Sep. 1998 Joined Asahi Audit Corp. (currently KPMG AZSA LLC)</p> <p>Aug. 2002 Joined Takeda Pharmaceutical Company Limited</p> <p>Jul. 2004 Joined Tokyo Hokuto & Co. (currently Gyosei & Co.)</p> <p>Dec. 2006 Established Kono CPA Office, President</p> <p>Jun. 2012 Director of the Company</p> <p>Nov. 2013 Established Kono Accounting Office, Representative Director</p> <p>Jun. 2019 Director of AUTOWAVE Co., Ltd.</p> <p>Jun. 2020 Director of NK Medico Co., Ltd. (currently PreMedica Inc.)</p> <p>Mar. 2023 Director of Kasano Kosan Corporation</p> <p>(Current positions and responsibilities in the Company)</p> <p>Director / Chairperson of Audit Committee</p> <p>[Significant concurrent positions]</p> <p>President of Kono CPA Office / Representative Director of Kono Accounting Office / Director of AUTOWAVE Co., Ltd.</p> | 0 |
| <p>[Reason for nomination as candidate for Outside Director and overview of expected role]</p> <p>The candidate has provided timely and appropriate management supervision and advice from a fair and objective perspective mainly in terms of corporate governance and compliance at meetings of the Board of Directors, the Audit Committee, and the Compensation Committee, etc., based on his insight, experience and expertise as a certified public accountant and a certified public tax accountant, and as an outside officer of other companies. His opinions, advice, and activities from diversified viewpoints, which are always conscious about importance of governance and control of a listed company, at the Board of Directors and the Audit Committee are specific, beneficial, and vigorous. Therefore, the Company requests the candidate's re-election as an Outside Director.</p> | | | |

| No. | Name (Date of birth) | Career summary | Number of shares of the Company held |
|---|---|---|--|
| 5 | Keizo Tannawa (September 19, 1952) <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;"> Reappointment Outside Independent Male </div> | Apr. 1978 Joined Nippon Kokan Ltd. (currently JFE Steel Corporation) Jul. 1987 Joined McKinsey & Company Tokyo Office Jul. 1993 Partner Jul. 1997 Representative Director and President of Watson Wyatt K.K. (currently Willis Towers Watson) Feb. 2007 Director of KITO CORPORATION Jun. 2007 Audit & Supervisory Board Member of Invest Securities Co., Ltd. (currently INV Inc.) Jun. 2010 Representative Director and President of Towers Watson K.K. (currently Willis Towers Watson) Audit & Supervisory Board Member of Akebono Brake Industry Co., Ltd. Jul. 2013 Chairman of Towers Watson K.K. (currently Willis Towers Watson) Mar. 2014 Audit & Supervisory Board Member of ZMP Inc. Jul. 2014 Senior Advisor of Towers Watson K.K. (currently Willis Towers Watson) Sep. 2014 Vice Chairman, Board Member of World Wide Fund Japan Jun. 2015 Director of Invest Securities Co., Ltd. (currently INV Inc.) Feb. 2016 Advisor of beBit, Inc. Mar. 2016 Director of the Company May 2016 Principal Advisor of The iYell Co., Ltd. Mar. 2017 Director of Livesense Inc. Jan. 2019 Director of COCON Inc. (currently GMO Cybersecurity by Ierae, Inc.) (Current positions and responsibilities in the Company) Director / Chairperson of Nominating Committee / Member of Compensation Committee [Significant concurrent positions] Director of INV Inc. / Director of Livesense Inc. | 0 |
| <p>[Reason for nomination as candidate for Outside Director and overview of expected role]</p> <p>The candidate has provided advanced and broad-ranging supervision and advice from a general management perspective, offering views on subjects including strategy development, diversity, personnel development, risk management and ESG, at meetings of the Board of Directors, the Nominating Committee, the Compensation Committee and the Audit Committee, based on his extensive experience and broad expertise as a corporate manager and outside director of other companies. As the candidate can be expected to contribute to the improvement of its corporate value, the Company requests the candidate's re-election as an Outside Director.</p> | | | |

| No. | Name (Date of birth) | Career summary | Number of shares of the Company held |
|--|---|--|--|
| 6 | Noboru Yamamoto (November 21, 1962) Reappointment Outside Independent Male | <p>Apr. 1986 Joined Mazda Motor Corporation</p> <p>May 1989 Joined Daiwa Securities Co. Ltd.</p> <p>Feb. 2002 Managing Director of PricewaterhouseCoopers Financial Advisory Services</p> <p>Apr. 2003 Managing Director of Lazard Frères K.K.</p> <p>Oct. 2006 Managing Director of Nikko Citigroup Limited (currently Citigroup Global Markets Japan Inc.)</p> <p>Oct. 2011 Co-head of the Investment Banking Division of BNP Paribas Securities Tokyo</p> <p>Jun. 2016 Director of Hitachi Koki Co., Ltd. (currently Koki Holdings Co., Ltd.)</p> <p>Sep. 2016 Representative Partner & CEO of XIB Capital Partners, Inc. (currently XIB Inc.)</p> <p>Mar. 2018 Director of the Company Corporate Auditor of Renesas Electronics Corporation</p> <p>Mar. 2021 Director of Renesas Electronics Corporation</p> <p>Jan. 2023 Senior Advisor of Bain & Company Japan Incorporated (Current positions and responsibilities in the Company) Director / Chairperson of the Compensation Committee / Member of Audit Committee</p> <p>[Significant concurrent positions] Representative Partner & CEO of XIB Inc. / Director of Koki Holdings Co., Ltd. / Director of Renesas Electronics Corporation</p> | 0 |
| <p>[Reason for nomination as candidate for Outside Director and overview of expected role]</p> <p>The candidate has advanced and wide-ranging experience, expert knowledge and vision gained from working at global corporations, and contributes from a broad perspective and with insight to discussions and debates of the Board of Directors, the Audit Committee and the Compensation Committee, based on his experience of having been engaging in a diverse array of businesses. The candidate has been appropriately supervising and supporting management from a multifaceted viewpoint based on global, market, technological trend, corporate strategy, and ESG perspectives. Therefore, the Company requests the candidate's re-election as an Outside Director.</p> | | | |
| 7 | Tadatomo Kato (March 19, 1955) New appointment Outside Independent Male | <p>Apr. 1980 Joined Toyota Automatic Loom Works, Ltd. (currently Toyota Industries Corporation)</p> <p>Jul. 1990 Joined McKinsey & Company</p> <p>Jul. 1993 Manager of McKinsey & Company</p> <p>Aug. 1995 Established Management Consulting Network LLC, Representative Director</p> <p>[Significant concurrent position] Representative Director of Management Consulting Network LLC</p> | 0 |
| <p>[Reason for nomination as candidate for Outside Director and overview of expected role]</p> <p>The Company believes the candidate's experience at a global company related to automobiles, diverse and abundant experience of engaging as a consultant in corporate transformation activities in extensive businesses from manufacturing to finance and retailing, and advanced knowledge supporting them will bring about new perspective and energy to the Company's management that has entered a difficult era. Therefore, the Company requests the candidate's election as a Director.</p> | | | |

- Notes:
1. There are no special interests between any of the candidates for Directors and the Company.
 2. The Company has registered Messrs. Ken Kono, Keizo Tannawa, and Noboru Yamamoto as independent directors stipulated by Tokyo Stock Exchange, Inc. If their elections are approved, they will continue to serve as independent directors. Mr. Tadatomo Kato has also met the same conditions, and if his election is approved, he will serve as an independent director.
 3. Messrs. Ken Kono, Keizo Tannawa, and Noboru Yamamoto are currently serving as Outside Directors of the Company, and they will have served as Outside Director for eleven (11) years and nine (9) months, eight (8) years, and six (6) years, respectively, at the conclusion of this Meeting.
 4. The Company's Articles of Incorporation permits the Company to conclude an agreement limiting the liability of Outside Directors to enable them to fully perform the roles expected of them. Accordingly, the Company has entered into liability limitation agreements with Messrs. Ken Kono, Keizo Tannawa, and Noboru Yamamoto, and plans to retain the agreements if their elections are approved. In addition, if election of Mr. Tadatomo Kato who is a candidate for an Outside Director is approved, the Company will enter into the same liability limitation agreement with him. The

maximum amount of liability pursuant to the agreement is the minimum amount stipulated by laws and regulations.

5. In order to secure talented individuals and prevent them from becoming excessively afraid of performing their duties, the Company has taken out a directors and officers liability insurance policy, details of which are described below. We plan to renew the policy in December 2024. The respective candidates named in this proposal, excluding Mr. Tadatomo Kato who is a candidate for new appointment, are already covered by the insurance policy. The coverage will continue if they are elected. Mr. Tadatomo Kato will also be covered by the insurance policy, if he is elected.

[Overview of insurance policy]

- (i) Effective rate of contribution to premiums by insured individuals:
The Company pays all premiums, including the portion for riders. Insured individuals effectively bare no cost of premiums.
 - (ii) Overview of insured events:
The policy, including riders, covers the types of damage that may arise as a result of insured officers, etc. being held responsible for the performance of their duties or facing claims related to pursuit of such responsibility. The policy includes some exclusions, including acts committed with the knowledge that they are against law.
 - (iii) Measures to ensure appropriateness of duties performed by officers, etc.
The policy sets a minimum amount of damages it covers. Any damages that do not exceed that amount are not covered.
6. The number of shares of the Company held by each candidate is the number held as of December 31, 2023.

[Skill matrix of candidates for Director]

| Item | | Summary | | | | | | |
|---------------------------------|------------------------------------|---|---------------|---------------|---------------|---------------|-----------------|------------------|
| Corporate management | | General management strategy, Vision | | | | | | |
| ESG | | Sustainability strategy, ESG measures | | | | | | |
| Global management | | Business development in multiple countries | | | | | | |
| Finance/accounting | | Finance, Accounting, Tax affairs | | | | | | |
| Business intelligence | | Understanding/analysis of and making strategies for market/customer trends and technological trends | | | | | | |
| Personnel development/diversity | | Personnel strategy, Personnel development, Personnel diversity | | | | | | |
| Corporate governance compliance | | Corporate governance, Risk management, Internal control, Compliance | | | | | | |
| Name | | Koji Hirota | Hisashi Tate | Evelise Faro | Ken Kono | Keizo Tannawa | Noboru Yamamoto | Tadatomo Kato |
| Attribution | Reappointment/ *New appointment | Reappointment | Reappointment | Reappointment | Reappointment | Reappointment | Reappointment | *New appointment |
| | Independent outside director | | | | ● | ● | ● | ● |
| Skill | Corporate management | ● | | | | ● | | |
| | ESG | ● | ● | ● | ● | ● | ● | ● |
| | Global management | ● | ● | | | ● | ● | |
| | Finance/accounting | | ● | | ● | | ● | |
| | Business intelligence | ● | ● | ● | | ● | | ● |
| | Personnel development/diversity | ● | | | | ● | | ● |
| | Corporate governance compliance | ● | | | ● | | | |

Note: The above table does not indicate all expertise and experience possessed by each director.