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To shareholders with voting rights

Kazuyoshi Nakabayashi
Representative Director, President and Chief Executive
Officer
Nakabayashi Co., Ltd.
1-20 Kitahama-Higashi, Chuo-ku, Osaka

Notice of the 76th Annual General Meeting of Shareholders

Now, we will convene our 76th Annual General Meeting of Shareholders as follows.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the Internet as “Notice of the 76th Annual General Meeting of Shareholders.” Please access one of the following websites by using the Internet addresses shown below to review the information.

Website for posted informational materials for the general meeting of shareholders:

<https://d.sokai.jp/7987/teiji/> (in Japanese)

The Company’s website:

<https://www.nakabayashi.co.jp/> (in Japanese)

In addition to posting matters subject to measures for electronic provision on the websites above, the Company also posts this information on the website of Tokyo Stock Exchange, Inc. (TSE). To access this information from the following website, access the TSE website (Listed Company Search) by using the Internet address shown below, enter the issue name (company name) “Nakabayashi” or securities code “7987” (half-byte characters), and click “Search,” and then click “Basic information” and select “Documents for public inspection/PR information.”

TSE website (Listed Company Search):

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

If you are unable to attend the meeting, you may exercise your voting rights via the Internet, etc. or in writing. Please review the reference documents for the general meeting of shareholders described below and exercise your voting rights by 5:30 p.m. (our closing time) on June 25, 2026 (Thursday), according to the information described below.

1. Date and Time: June 26, 2026 (Friday), 10:00 a.m. (Reception is scheduled to commence at 9:30 a.m.)

2. Place: Our Osaka Head Office 9th floor hall,
1-20 Kitahama-Higashi, Chuo-ku, Osaka

3. Meeting Agenda

Matters to be reported

1. Report on the Business Report, Consolidated Financial Statements, and the results of the audit of the Consolidated Financial Statements by the accounting auditor and the Audit and Supervisory Committee for the 76th fiscal term (from April 1, 2025 to March 31, 2026)
2. Report on the Non-consolidated Financial Statements for the 76th fiscal term (from April 1, 2025 to March 31, 2026)

Proposals to be resolved

Proposal No. 1 Appropriation of Surplus

Proposal No. 2 Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

4. Information on the Exercise of Voting Rights

- (1) In the case of the exercise of voting rights by Electromagnetic Methods
 - 1) Voting on the Internet
When exercising voting rights over the Internet, refer to “I. Voting on the Internet” on page 4, and then exercise your voting rights by 5:30 p.m. (our closing time) on June 25, 2026 (Thursday).
 - 2) Electronic Voting Platform
With regard to the nominated shareholders (including standing proxies) of the trust management bank, etc., if an application has been made in advance for the use of the electronic voting platform operated by ICJ, Inc., established by the Tokyo Stock Exchange, Inc. etc., such platform may be used as an electromagnetic voting method for the general meeting of shareholders in addition to the exercise of voting rights via the Internet as described in 1) above.
- (2) In the case of the exercise of voting rights in writing
Please indicate your approval or disapproval on the enclosed voting rights exercise form and return it to us to arrive by 5:30 p.m. (our closing time) on June 25, 2026 (Thursday).
- (3) In the event that voting rights are exercised in duplicate by an electromagnetic method and in writing, voting rights exercised by the electromagnetic method shall be treated as valid. In addition, in the event that voting rights are exercised multiple times by electromagnetic methods (including cases where voting rights are exercised on different devices such as PCs and smartphones), the last voting rights exercised shall be treated as valid.
- (4) If there is no indication of approval or disapproval for a proposal on the voting form when voting in writing, it shall be treated as an indication of approval of the proposal.

5. Other Matters Concerning the Convocation of the General Meeting of Shareholders

In accordance with laws and regulations and the provisions of our Articles of Incorporation, the following matters are not included in the paper-based documents delivered to shareholders who have made a request for the delivery of such documents. Note that, for this general meeting of shareholders, paper-based documents including matters for which measures for providing information in electronic format are to be taken will be delivered to all shareholders regardless of whether they have made a request for the delivery of such documents. The accounting auditor and the Audit and Supervisory Committee have audited the documents subject to audit, including the following matters.

- (1) Matters related to business reports:
 “Summary of decisions made concerning the system to ensure the appropriateness of business operations,”
 “Operational status of system to ensure the appropriateness of business operations”
- (2) Matters related to Consolidated Financial Statements:
 “Consolidated Statements of Changes in Equity,” “Notes to Consolidated Financial Statements”
- (3) Matters related to Non-consolidated Financial Statements:
 “Non-consolidated Statement of Changes in Equity,” “Notes to Non-consolidated Financial Statements”

- ⊙ When attending the meeting on the day, please submit the enclosed voting rights exercise form to the venue reception desk. The application will commence at 9:30 a.m.
- ⊙ In the event of any amendment to matters subject to measures for electronic provision, a notification to that effect, and the matters pre- and post-amendment, will be posted on each of the above websites.
- ⊙ At this general meeting, audio and documents will be used to facilitate the proceedings of the meeting. The facilities are also made barrier-free to ensure smooth mobility for wheelchair users. Note that although persons other than shareholders who are entitled to exercise their voting rights are not permitted to enter the meeting, shareholders who require assistance may be accompanied by a caregiver.
- ⊙ [Cool Biz implemented] On the day of the event, we will wear light clothing (Cool Biz). We ask our shareholders to attend the meeting in light clothing.

If you are attending the General Meeting of Shareholders

Date and Time: June 26, 2026 (Friday) 10:00 a.m.
 Place: Our Osaka Head Office 9th floor hall
 Please submit the enclosed voting rights exercise form to the venue reception desk.

If you are not attending the General Meeting of Shareholders

Exercise of voting rights via the Internet, etc.

Voting deadline Submit by 5:30 p.m. on June 25, 2026 (Thursday)
 Please refer to the following for details, then enter your approval or disapproval of the proposals.

Exercise of voting rights in writing

Voting deadline Submit to arrive by 5:30 p.m. on June 25, 2026 (Thursday)
 Please indicate your approval or disapproval of the proposals on the enclosed voting rights exercise form, then return it to us.

Instructions for Voting by Electromagnetic Methods

I. Voting on the Internet

Please acknowledge the following matters in advance when exercising voting rights over the Internet.

1. Website for Exercising Voting Rights

The exercise of voting rights via the Internet is possible only by using the following website designated by us.

The website for exercising voting rights: <https://www.web54.net> (in Japanese)

2. Methods of Exercising Voting Rights

(1) For PC users

Please access the above address and use the “Voting Rights Exercise Code” and “Password” on the enclosed voting rights exercise form to enter your approval or disapproval according to the on-screen instructions.

(2) For smartphone users

Scan the “Smartphone Voting Rights Exercise website Login QR Code*” on the enclosed voting rights exercise form to exercise your voting rights through the Smartphone Voting Rights Exercise website without needing to enter the “Voting Rights Exercise Code” and “Password.”

If the content of the exercise is changed after exercising your voting rights once, it is necessary to scan the QR code once again and enter the Voting Rights Exercise Code and Password on the voting rights exercise form.

(*“QR code” is a registered trademark of Denso Wave Incorporated.)

3. Handling of Exercising of Voting Rights

- (1) The deadline for exercising voting rights is 5:30 p.m. on June 25, 2026 (Thursday). Please exercise your voting rights early.
- (2) In the event that voting rights are exercised in duplicate over the Internet and in writing, voting rights exercised over the Internet shall be treated as valid. In addition, in the event that voting rights are exercised more than once over the Internet or in duplicate on a PC or smartphone, the last exercise of voting rights shall be treated as valid.
- (3) Fees (such as connection fees) for providers and telecommunications carriers when using the website for exercising voting rights will be borne by shareholders.
- (4) The website for exercising voting rights may not be available depending on the Internet usage environment of your PC.

4. Handling of Password and Voting Rights Exercise Code

- (1) Passwords are important information used to confirm that voters are the shareholders themselves. Please handle your password with care like you would a seal impression or personal identification number.
- (2) If you make a mistake more than a certain number of times, you will not be able to use the password. If you wish to have your password reissued, follow the instructions on the screen.
- (3) The Voting Rights Exercise Code on the voting rights exercise form is valid only for this general meeting.

5. Contact Information for Questions Regarding Operating Procedures for PCs, etc.

- (1) If you have any questions on operating procedures for PCs, etc. regarding the exercise of voting rights on this website, please contact the following.

Dial dedicated to Web Support for Sumitomo Mitsui Trust Bank, Limited
[Telephone] 0120 (652) 031 (reception time: 9:00 a.m. to 9:00 p.m.)

- (2) For any other inquiries, please contact the following.
- 1) Shareholders who have an account with a securities company
For shareholders who have an account with a securities company, please contact your securities company.
 - 2) Shareholders who do not have an account with a securities company (shareholders with a special account)
Stock Transfer Agency Business Planning Department, Sumitomo Mitsui Trust Bank, Limited
[Telephone] 0120 (782) 031 (reception time: 9:00 a.m. to 5:00 p.m., excludes weekends and holidays)

II. Electronic Voting Platform

Institutional investors who have applied in advance to use the “Electronic Voting Platform” operated by ICJ, Inc. are entitled to use the platform as an electromagnetic voting method for the general meeting of shareholders in addition to the exercise of voting rights via the Internet as described in I. above.

Reference Documents for the General Meetings of Shareholders

Proposals and Reference Information

Proposal No. 1 Appropriation of Surplus

Our basic policy on dividends is to maintain stable dividends in order to further improve profits, and to increase internal reserves while taking into account the strengthening of our management base and future business development, thereby ensuring a balance between the two.

In addition, we have decided to maintain a consolidated dividend payout ratio of 30% to 40% in the 4th medium-term management plan formulated on May 10, 2024.

With regard to the year-end dividends for the current period, taking into consideration the business performance for the 76th period and the basic policy on dividends, we hereby propose the following.

As a result, the consolidated dividend payout ratio is 31.1%.

- (1) Type of dividend property
Cash
- (2) Matters related to the allocation of the property for distribution to the shareholders, and the aggregate amount of the dividend
12 yen per share of our common stock
Total dividend: 325,489,452 yen
- (3) Effective date of the dividends of surplus
June 29, 2026

As an interim dividend of 10 yen has been paid, the annual dividend will be 22 yen per share of our common stock.

Proposal No. 2 Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

At the conclusion of this general meeting, the terms of office of eight Directors (excluding those who are Audit and Supervisory Committee Members) will expire. Therefore, we would like to request the appointment of six Directors (excluding those who are Audit and Supervisory Committee Members).

This proposal aims to continue to increase the flexibility of the Board of Directors in the fiscal year under review in order to respond to changing economic and social conditions, and to enhance the transparency and supervisory functions of the Board of Directors accordingly. To this end, the Company will maintain a composition of at least one-third outside Directors.

In addition, after consulting with the Nomination and Compensation Committee, the Audit and Supervisory Committee has reviewed the proposal and is of the opinion that it is appropriate.

The candidates for Director (excluding those who are Audit and Supervisory Committee Members) are as follows.

Candidate No.	Name		Present position in our or any other company
1	Kazuyoshi Nakabayashi	<u>Reappointment</u>	Representative Director, President and Chief Executive Officer General Manager of Business Division
2	Yoji Maeda	<u>Reappointment</u>	Director and Managing Executive Officer General Manager of Related Companies Division Promotion of Group Logistics, Purchasing, and Production Streamlining President and Representative Director of Fujikogei-print Co., Ltd. President and Representative Director of Hirota Shiko Co., Ltd. Chairman and Representative Director of Hakkosha Co., Ltd. Chairman and Representative Director of Kokusai Chart Corporation
3	Katsuhiko Awaji	<u>Reappointment</u>	Director and Managing Executive Officer Deputy General Manager of Business Division General Manager of CC Company President of Tokyo Head Office Chairman and Representative Director of Furu Sales Co., Ltd. Representative Director of Sunlemon Co., Ltd.
4	Shinichi Aoyama	<u>Reappointment</u>	Director and Senior Executive Officer Deputy General Manager of Business Division General Manager of BPS Company In charge of Purchasing Department
5	Shunsuke Nagai	<u>Reappointment</u>	Director and Senior Executive Officer General Manager of Administration Division, in charge of Information System Room, in charge of Internal Control Promotion Office President of Osaka Head Office
6	Rika Nakayama	<u>Reappointment</u> <u>Outside Director</u>	Outside Director Representative Director of Dcent Inc. CHRO, BACKSTAGE Group

Candidate No.	Name (Date of birth)	Brief biographical outline, position, responsibilities, and other important concurrent posts	Number of our shares owned:
1	<p>Kazuyoshi Nakabayashi (February 16, 1975)</p> <p><u>Reappointment</u></p> <p>Years served as Director: 16 years</p>	<p>Apr. 1997 Joined the Company</p> <p>Apr. 2008 General Manager of Manufacturing and Sales Company and General Manager of Planning Department</p> <p>Apr. 2009 Executive Officer Deputy General Manager of Business Division</p> <p>Jun. 2010 Director</p> <p>Jun. 2011 Managing Executive Officer</p> <p>Jun. 2012 Managing Director</p> <p>Jun. 2016 Senior Managing Director</p> <p>Dec. 2017 President of NB Nakabayashi Co., Ltd.</p> <p>Jan. 2019 Executive Vice President of Teranishi Chemical Industry Co., Ltd.</p> <p>Jun. 2019 President and Representative Director of Teranishi Chemical Industry Co., Ltd.</p> <p>Jun. 2020 Director and Senior Managing Executive Officer of the Company</p> <p>Jun. 2024 Director, Vice President and Executive Officer General Manager of Business Division (to present)</p> <p>Jan. 2025 Director and Chairman of Teranishi Chemical Industry Co., Ltd.</p> <p>Jun. 2025 Representative Director, President and Chief Executive Officer of the Company (to present)</p>	52,693 shares
<p>Reason for appointment</p> <p>As our Director, President and Executive Officer, he has been promoting the development of new businesses by taking advantage of his work experience in product sales, product planning, public relations, and overseas subsidiary management, and has been in charge of the management of the Group. Based on the fact that he has a high level of knowledge based on his wide range of experience, we have determined that he remains qualified to serve as a Director.</p>			

Candidate No.	Name (Date of birth)	Brief biographical outline, position, responsibilities, and other important concurrent posts	Number of our shares owned:
2	<p style="text-align: center;">Yoji Maeda (October 29, 1961)</p> <p style="text-align: center;"><u>Reappointment</u> Years served as Director: 12 years</p>	<p>Apr. 1980 Joined the Company</p> <p>Apr. 2011 General Manager of Product Management Department of Manufacturing and Sales Company</p> <p>Apr. 2012 Executive Officer</p> <p>Jun. 2012 Deputy General Manager of Related Companies Division General Manager of Shimane Regional H.Q. of Business Division President and Representative Director of Shimane Nakabayashi Co., Ltd.</p> <p>Jun. 2014 Director of the Company</p> <p>Jun. 2017 Managing Executive Officer</p> <p>Jun. 2018 Managing Director</p> <p>Apr. 2020 President and Representative Director of Fujikogei-print Co., Ltd. (to present)</p> <p>Jun. 2020 Director and Managing Executive Officer of the Company (to present)</p> <p>Oct. 2022 General Manager of CC Company, in charge of New Business Development and Logistics Streamlining, in charge of Product Management Department</p> <p>Jun. 2024 In charge of Logistics Streamlining, in charge of Product Management Department</p> <p>Jun. 2025 General Manager of Related Companies Division (to present) Promotion of Group Logistics, Purchasing, and Production Streamlining (to present) President and Representative Director of Hirota Shiko Co., Ltd. (to present) Chairman and Representative Director of Hakkosha Co., Ltd. (to present) Chairman and Representative Director of Kokusai Chart Corporation (to present)</p> <p>Significant Concurrent Positions President and Representative Director of Fujikogei-print Co., Ltd. President and Representative Director of Hirota Shiko Co., Ltd. Chairman and Representative Director of Hakkosha Co., Ltd. Chairman and Representative Director of Kokusai Chart Corporation</p>	32,158 shares
Reason for appointment		He has been in charge of the distribution and manufacturing divisions, etc. and has a track record of innovation in the distribution divisions and abundant experience mainly in the manufacturing divisions. He has improved the performance of the manufacturing subsidiaries, and based on his track record in reforming the production system and improving the efficiency of facility upgrades, as well as a track record in developing new businesses, we have determined that he remains qualified to serve as a Director.	

Candidate No.	Name (Date of birth)	Brief biographical outline, position, responsibilities, and other important concurrent posts	Number of our shares owned:
3	<p>Katsuhiko Awaji (July 16, 1963)</p> <p><u>Reappointment</u> Years served as Director: 5 years</p>	<p>Apr. 1986 Joined the Company</p> <p>Jun. 2013 President and Representative Director of Fueru Sales Co., Ltd.</p> <p>Apr. 2015 General Manager at the Company</p> <p>Jun. 2017 Executive Officer</p> <p>Jun. 2018 General Manager of Related Sales Department of Manufacturing and Sales Company</p> <p>Apr. 2019 President of Tokyo Head Office (to present)</p> <p>Jun. 2019 Director and Executive Officer</p> <p>Jun. 2020 Senior Executive Officer</p> <p>Jun. 2022 Director and Executive Officer</p> <p>Jun. 2023 Representative Director of Sunlemon Co., Ltd.</p> <p>Jun. 2024 Director and Senior Executive Officer, Deputy General Manager of Business Division (to present)</p> <p>Jun. 2025 Director and Managing Executive Officer of the Company (to present)</p> <p>Mar. 2026 Representative Director of Sunlemon Co., Ltd. (to present)</p> <p>Significant Concurrent Positions Chairman and Representative Director of Fueru Sales Co., Ltd. Representative Director of Sunlemon Co., Ltd.</p>	27,901 shares
		<p>Reason for appointment To date, he has achieved a track record in sales channels such as stationery wholesale and retail store sales of the Manufacturing and Sales Company (currently CC Company), and has demonstrated his ability to grow sales in e-commerce sales and contribute to the acquisition of new sales channels. Based on the above, we have determined that he remains qualified to serve as a Director.</p>	
4	<p>Shinichi Aoyama (March 16, 1964)</p> <p><u>Reappointment</u> Years served as Director: 4 years</p>	<p>Apr. 1986 Joined the Company</p> <p>Apr. 2007 General Manager of Sakai Plant</p> <p>Apr. 2013 General Manager</p> <p>Jun. 2013 Director of Hyogo Nakabayashi Co., Ltd.</p> <p>Jun. 2018 Executive Officer, in charge of Purchasing Department of the Company</p> <p>Oct. 2019 General Manager of Headquarters Plant</p> <p>Mar. 2022 General Manager of BPS Company (to present)</p> <p>Jun. 2022 Director and Executive Officer</p> <p>Jun. 2024 Director and Senior Executive Officer, Deputy General Manager of Business Division (to present)</p> <p>In charge of Purchasing Department (to present)</p>	22,615 shares
		<p>Reason for appointment He has been in charge of our manufacturing department and has gained extensive experience. He has reformed the production system and improved the efficiency of facility upgrades, and as the General Manager of BPS Company, he has demonstrated his ability to contribute to the improvement of the Company's performance through collaboration between manufacturing and sales. Based on the above, we have determined that he remains qualified to serve as a Director.</p>	

Candidate No.	Name (Date of birth)	Brief biographical outline, position, responsibilities, and other important concurrent posts	Number of our shares owned:
5	<p style="text-align: center;">Shunsuke Nagai (May 29, 1966)</p> <p style="text-align: center;"><u>Reappointment</u> Years served as Director: 2 years</p>	<p>Apr. 1989 Joined the Company</p> <p>Jun. 2009 Head of Information System Room</p> <p>Dec. 2018 Vice President of Osaka Branch, Sakai Office Chief, and Head of Information System Room</p> <p>Jun. 2019 Executive Officer, Vice President of Osaka Branch, Sakai Office Chief and in charge of Information System Room</p> <p>Jan. 2021 Executive Officer, President of Osaka Head Office (Sakai Office Chief) and in charge of Information System Room</p> <p>Jul. 2022 Senior Executive Officer, General Manager of Administration Division, in charge of General Affairs Department, in charge of Information System Room, in charge of Internal Control Promotion Office and President of Osaka Head Office</p> <p>Jun. 2023 Managing Executive Officer, General Manager of Administration Division, in charge of General Affairs Department, in charge of Information System Room, in charge of Internal Control Promotion Office and President of Osaka Head Office</p> <p>Jun. 2024 Director and Senior Executive Officer, General Manager of Administration Division (to present) In charge of General Affairs Department In charge of Information System Room, in charge of Internal Control Promotion Office and President of Osaka Head Office (to present)</p> <p>Dec. 2024 In charge of Business Strategy Department, in charge of Public Relations and IR Office</p>	19,439 shares
<p>Reason for appointment</p> <p>He has been in charge of our administration department, has extensive experience, and has demonstrated his ability as a key person in important internal projects, such as the establishment of Tokyo Human Resources Department and the implementation of various systems. He is thoroughly proficient not only in administration but also in sales from the standpoint of the President of the Head Office, and we have determined that he remains qualified to serve as a Director as a well-balanced individual in the unpredictable and uncertain times ahead.</p>			

Candidate No.	Name (Date of birth)	Brief biographical outline, position, responsibilities, and other important concurrent posts	Number of our shares owned:
6	<p>Rika Nakayama (August 27, 1970)</p> <p><u>Reappointment</u> <u>Outside Director</u></p> <p>Years served as Director: 2 years</p>	<p>Apr. 1993 Joined OCCS PLANNING Corporation (currently Cloudpoint Inc.)</p> <p>Aug. 1999 Joined HABA Laboratories Inc.</p> <p>Jan. 2002 Joined CyberAgent, Inc.</p> <p>Aug. 2007 Seconded to VOYAGE GROUP Inc. (currently CARTA HOLDINGS INC.)</p> <p>Jan. 2008 Transferred to VOYAGE GROUP Inc. General Manager of Human Resources Division</p> <p>Jan. 2009 General Manager of EC Navigation Business Division</p> <p>Jan. 2014 Joined Rakuten, Inc. (currently Rakuten Group, Inc.) General Manager of Marketing Solution Office, Group Marketing Department</p> <p>May 2015 Joined FiNC Technologies Inc. General Manager of Marketing Division</p> <p>Oct. 2017 Executive Officer, CWO/CHRO, and General Manager of Human Resources Strategy Division</p> <p>Jan. 2020 Joined LiB, Inc. General Manager of LiB's Partner Business Department</p> <p>Apr. 2020 General Manager of High-Class Agent Department</p> <p>Oct. 2020 Executive Officer</p> <p>Jun. 2022 Established Dcent Inc. Representative Director (to present)</p> <p>Aug. 2022 Outside Director of TENDA Co., Ltd.</p> <p>Jun. 2024 Outside Director of the Company (to present)</p> <p>Nov. 2025 CHRO, BACKSTAGE Group (to present)</p> <p>Significant Concurrent Positions Representative Director of Dcent Inc. CHRO, BACKSTAGE Group</p>	1,000 shares
<p>Reason for appointment</p> <p>She not only has a wide range of experience and knowledge in marketing, human resource strategy and other areas from her practical work in startup companies and IT companies, but also has experience as an outside Director in a listed company. As she also has a management perspective, she has provided useful opinions and guidance with respect to our management from an external point of view. She has also advised us on advancing women's empowerment and developing human capital. In order to further strengthen the functions of our Board of Directors, we have determined that she remains qualified to serve as a Director.</p>			

- (Notes)
1. There is no special interest between each candidate and us.
 2. Ms. Rika Nakayama is a candidate for outside Director.
 3. The term of office of Ms. Rika Nakayama as an outside Director will have been two years as of the conclusion of this Annual General Meeting of Shareholders.
 4. We have entered into an agreement with Ms. Rika Nakayama to limit her liability for damages in accordance with Article 427, Paragraph 1 of the Companies Act and Article 32, Paragraph 2 of our Articles of Incorporation, and the limit of her liability under such agreement is the minimum amount specified by laws and regulations.
 5. We have concluded an officer's liability insurance contract as set forth in Article 430-3, Paragraph 1 of the Companies Act with an insurance company and will cover the legal damages and litigation expenses incurred by the insured under the relevant insurance contract. If the appointment of each candidate is approved, he/she will be included as an insured of the relevant insurance contract. In addition, the contract is scheduled to be updated at the time of the next update.
 6. Ms. Rika Nakayama meets the requirements for independent Directors as stipulated by the Tokyo Stock Exchange, and we have submitted a notification for her appointment as an independent Director.
 7. The number of our shares owned by each candidate includes the shares held by the Company's shareholding association (numbers are rounded down to the nearest whole share).

Reference [Skills Matrix]

Position	Name	Overall management	Sale by order	Product sales	Sales strategy	Technological development	Diversity	Financial accounting	Crisis & Legal affairs
Representative Director, President and Chief Executive Officer	Kazuyoshi Nakabayashi	◎		◎	◎	○	○		
Director and Managing Executive Officer	Yoji Maeda	○	○	○	○	○			
Director and Managing Executive Officer	Katsuhiko Awaji	○		◎	○				
Director and Senior Executive Officer	Shinichi Aoyama	○	○		○	◎			
Director and Senior Executive Officer	Shunsuke Nagai					○		◎	◎
Outside Director	Rika Nakayama	○		◎	◎		○		
Director and Fulltime Audit and Supervisory Committee Member	Fumio Kuribayashi		○						◎
Outside Director and Audit and Supervisory Committee Member	Masahiro Hachimonji	○						◎	
Outside Director and Audit and Supervisory Committee Member	Takeshi Osawa	○							◎
	Note	Management experience			Including planning and logistics	Including manufacturing (plant) technology development and IT technology	Including gender and international perspectives		Crisis management and legal affairs