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Securities Code: 1975

June 7, 2022

Dear Our Shareholders:

1-25-7 Hamamatsucho, Minato-ku, Tokyo
ASAHI KOGYOSHA CO., LTD.
Yasutomo Takasu
President and Representative Director

Notice of the 93rd Annual General Meeting of Shareholders

We would like to express our gratitude for your continued support.

It is a pleasure to inform you that the 93rd Annual General Meeting of Shareholders of ASAHI KOGYOSHA CO., LTD. (the "Company") will be held as indicated below.

Due to ongoing concerns about COVID-19, shareholders are encouraged to exercise their voting rights in writing or via the Internet instead of attending this General Meeting of Shareholders to reduce the infection risk of shareholders. When exercising your voting rights in writing or via the Internet, please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5 p.m. on Tuesday, June 28, 2022.

[Exercise of voting rights in writing]

Please indicate your approval or disapproval of the proposals on the enclosed Voting Rights Exercise Form and return it so that it arrives by the above deadline.

[Exercise of voting rights via the Internet]

Please refer to "Instructions for Exercising Voting Rights via the Internet" on page 4 (Japanese version only), access the website for exercising voting rights designated by our company (<https://soukai.mizuho-tb.co.jp/>), use the "Voting Rights Exercise Code" and "Password" displayed on the enclosed Voting Rights Exercise Form, follow the instructions on the screen to indicate your approval or disapproval of each proposal, and exercise your voting rights by the above deadline.

1. Date and time Wednesday, June 29, 2022 at 10 a.m.

2. Venue 1-11-2 Kaigan, Minato-ku, Tokyo
Asuka, 13th floor of Azur Takeshiba

Note: The venue of this General Meeting of Shareholders has been changed from last year's venue, so please refer to the "Venue Information Map" at the end of this notice to be sure. (Japanese version only)

3. Purpose of the meeting

Matters to be reported:

1. The Business Report, Consolidated Financial Statements for the Company's 93rd Fiscal Year (April 1, 2021 to March 31, 2022) and results of audits by the Accounting Auditor and the Board of Corporate Auditors of the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the Company's 93rd Fiscal Year (April 1, 2021 to March 31, 2022)

Matters to be resolved:

Proposal No. 1: Appropriation of Surplus

Proposal No. 2: Amendments to the Articles of Incorporation

Proposal No. 3: Election of Nine Directors

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- ⊙ When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk. Please also bring this notice of convocation to conserve resources.
 - ⊙ You may exercise your voting rights by proxy with another shareholder who holds voting rights in the Company.
In this case, the proxy must submit the shareholder's Voting Rights Exercise Form and a form stating that he or she has been given power of attorney to the reception desk at the venue.
 - ⊙ Should the Reference Documents for the General Meeting of Shareholders, the Business Report, the Non-consolidated Financial Statements and the Consolidated Financial Statements require revisions, such revisions will be posted on our company website (<https://www.asahikogyosha.co.jp>).
 - ⊙ In order to save electricity, the Company's executives and staff will dress lightly (Cool Biz) on the day of the event. We would also like to ask our shareholders to attend the meeting in light clothing.
 - ⊙ In order to prevent the spread of COVID-19, measures will be taken at the venue of the General Meeting of Shareholders on the day of the meeting.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

Matters concerning year-end dividends

The Company proposes the following year-end dividend for the fiscal year under review in order to maintain a stable dividend to shareholders and to respond to the generous support from shareholders.

(i) Type of dividend property

Cash

(ii) Matters concerning the allotment of dividend property and the total amount

70 yen per share of common stock (the ordinary dividend of 50 yen and an special dividend of 20 yen), for a total of 449,021,230 yen

(iii) Effective date of dividends of surplus

June 30, 2022

Note: The Company implemented a two-for-one common stock split as of April 1, 2022. As the record date for the year-end dividend mentioned above is March 31, 2022, dividends will be paid based on the number of shares outstanding prior to the stock split (as of March 31, 2022).

Proposal No. 2: Partial amendments to the Articles of Incorporation

The Company proposes to partially amend the current Articles of Incorporation as follows.

1. Reason for the amendments

(1) General meeting of shareholders without specifying a venue (Article 16)

On June 16, 2021, the "Act for Partially Amending the Industrial Competitiveness Enhancement Act and Other Related Acts" (Act No. 70 of 2021) went into effect, and listed companies shall, under certain conditions specified in their articles of incorporation, be able to hold shareholders meetings without specifying a venue (a "virtual-only shareholders meeting"), to activate, streamline and facilitate the operation of the meetings, allowing for flexible response to future changes in social conditions due to COVID-19 and other contingencies. The Company proposes to amend Article 16 of its Articles of Incorporation to allow for a virtual-only shareholders meeting to be held without specifying a venue, if the Board of Directors determines that convening a general meeting of shareholders with a specified venue may not be appropriate in light of the interests of shareholders.

Prior to submitting this Proposal, the Company has received confirmation from the Minister of Economy, Trade and Industry and the Minister of Justice necessary for holding a general meeting of shareholders without specifying a venue.

(2) Measures for providing information in electronic format, etc. (Article 18)

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

- (i) As the Articles of Incorporation require that electronic provision of information contained in the Reference Documents for the General Meeting of Shareholders, etc., paragraph 1 of Article 18 (Measures for Providing Information in Electronic Format, Etc.) of the Proposed Amendments shall be established.
- (ii) The Company intends to establish paragraph 2 of Article 18 (Measures for Providing Information in Electronic Format, Etc.) of the Proposed Amendments to provide for a restriction on the scope of information to be delivered to shareholders who requested the delivery of paper-based documents to the scope specified by the Ministry of Justice Ordinance among the items that constitute the content of reference documents for the general meeting of shareholders, etc. in electronic format.
- (iii) If the electronic provision system for informational materials for the general meeting of shareholders is introduced, the provisions of Article 18 (Internet Disclosure and Deemed Provision of Reference Documents of the General Meeting of Shareholders, Etc.) of the current Articles of Incorporation will no longer be necessary and will be deleted.
- (iv) Supplementary Provisions regarding the enforcement of the aforementioned provisions to be newly established and deleted will be established. These Supplementary Provisions will be deleted after the due date.

2. Details of amendments

The details of amendments are as follows.

(Amendments are underlined.)

Current Articles of Incorporation	Proposed amendments
<p>Chapter III. General Meeting of Shareholders</p> <p>Article 16 (Place of Calling)</p> <p>A general meeting of shareholders of the Company shall be held in Tokyo.</p> <p>(Newly established)</p> <p><u>Article 18 (Disclosure via the Internet and Deemed Provision of Reference Documents for Shareholders Meeting, Etc.)</u></p> <p><u>In convening a General Meeting of Shareholders, the Company may be deemed to have provided shareholders with information on matters to be stated or indicated in the Reference Documents for the General Meeting of Shareholders, the Business Report, the Non-consolidated Financial Statements and the Consolidated Financial Statements by disclosing such information via the Internet in accordance with the provisions of the Ministry of Justice Ordinance.</u></p>	<p>Chapter III. General Meeting of Shareholders</p> <p>Article 16 (Place of Calling)</p> <p>(1) A general meeting of shareholders of the Company shall be held in Tokyo. <u>Provided, however, that this shall not apply to cases where the shareholders meeting is to be a shareholders meeting without specifying a venue pursuant to the following paragraph.</u></p> <p>(2) <u>The Company shall be able to hold a general meeting of shareholders without specifying a venue.</u></p> <p>(Deleted)</p>

Current Articles of Incorporation	Proposed amendments
<p data-bbox="363 174 592 208">(Newly established)</p> <p data-bbox="363 629 592 663">(Newly established)</p>	<p data-bbox="815 174 1398 237"><u>Article 18 (Measures for Providing Information in Electronic Format, Etc.)</u></p> <p data-bbox="815 241 1430 403"><u>(1) In convening a general meeting of shareholders, the Company shall take measures to provide information contained in Reference Documents for the General Meeting of Shareholders, etc. in electronic format.</u></p> <p data-bbox="815 421 1430 611"><u>(2) The Company may choose not to include in the documents to be delivered to shareholders who have requested the delivery of documents by the record date for voting rights all or part of the matters to be electronically provided that are specified by the Ministry of Justice Ordinance.</u></p> <p data-bbox="815 629 1134 663"><u>(Supplementary Provisions)</u></p> <p data-bbox="815 667 1437 891"><u>(1) The deletion of Article 18 (Disclosure via the Internet and Deemed Provision of Reference Documents for Shareholders Meeting, Etc.) of the Articles of Incorporation and the establishment of Article 18 (Electronic Provision Measures, Etc.) of the Articles of Incorporation shall come into effect as of September 1, 2022.</u></p> <p data-bbox="815 909 1437 1160"><u>(2) Notwithstanding the provision of the preceding paragraph, Article 18 (Disclosure via the Internet and Deemed Provision of Reference Documents for Shareholders Meeting, Etc.) of the current Articles of Incorporation shall remain effective regarding any general meeting of shareholders held on a date within six months from September 1, 2022.</u></p> <p data-bbox="815 1178 1437 1368"><u>(3) The provisions of this Article shall be deleted on the date when six months have elapsed from September 1, 2022 or three months have elapsed from the date of the general meeting of shareholders in the preceding paragraph, whichever is later.</u></p>

Proposal No. 3: Election of Nine Directors

The terms of office of all nine Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of nine Directors, including three Outside Directors.

The nomination of candidates for Director is based on discussion at the Nomination and Remuneration Advisory Committee, which consists of a majority of independent Outside Directors.

The candidates for Director are as follows:

Candidate No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company (significant concurrent positions)	Number of the Company's shares held
1	Yasutomo Takasu (December 23, 1953)	Apr. 1976 Joined the Company Dec. 1982 Director Feb. 1986 Managing Director Sep. 1986 President and Representative Director June 2006 President and Representative Director, and President and Executive Officer (current position)	203,800
<p>[Reasons for nomination as a candidate for Director]</p> <p>Since his appointment as President and Representative Director of the Company in September 1986, Yasutomo Takasu has demonstrated strong leadership as a senior executive of the Group. Given his track record and skills in terms of sustainability, marketing, and corporate governance which are also appropriate for someone in the position of the Company's Director, the Company judged he is expected to contribute to its sustainable growth and increase corporate value over the medium to long term, and continued to nominate him as candidate for Director.</p>			
2	Michiya Kameda (December 25, 1955)	Nov. 1983 Joined the Company June 2004 Corporate Auditor of KYOKUEIKOUSAN CO., LTD. Oct. 2008 General Manager of Finance Dept. of General Affairs Division May 2012 Supervisor of ASIA PACIFIC ASAHI CO., LTD. June 2015 Executive Officer and General Manager of Finance Dept. of General Affairs Division June 2016 Director, Executive Officer and General Manager of Finance Dept. of General Affairs Division June 2017 Director, Senior Executive Officer and General Manager of Finance Dept. of General Affairs Division May 2019 Director of ASAHI ENGINEERING (MALAYSIA) SDN.BHD. (current position) June 2019 Director, Managing Executive Officer, General Manager of General Affairs Division, and General Manager of Finance Dept. of General Affairs Division June 2020 Director, Senior Managing Executive Officer, and General Manager of General Affairs Division May 2021 Director of ASIA PACIFIC ASAHI CO., LTD. (current position) June 2021 Director and Vice President, Vice President and Executive Officer, and General Manager of General Affairs Division (current position) [Significant concurrent positions] Director of ASIA PACIFIC ASAHI CO., LTD. Director of ASAHI ENGINEERING (MALAYSIA) SDN.BHD.	5,000
<p>[Reasons for nomination as a candidate for Director]</p> <p>Michiya Kameda was involved in the Accounting Unit of the headquarters for many years. Since assuming the role of Director of the Company in June 2016, he has engaged in the Group's management based on his extensive experience and insights gained in his career. Given his insights and skills in terms of personnel management, risk management and digital transformation (DX) which are also appropriate for someone in the position of the Company's Director, the Company judged he is expected to contribute to its sustainable growth and increase corporate value over the medium to long term, and continued to nominate him as candidate for Director.</p>			

Candidate No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company (significant concurrent positions)	Number of the Company's shares held
3	Ken Nakamura (September 22, 1958)	<p>Apr. 2009 Executive Officer and General Manager of Kyobashi Branch, Mizuho Bank, Ltd.</p> <p>May 2012 Director and Vice President of Data Keeping Service CO., Ltd.</p> <p>Apr. 2014 Joined the Company, Advisor of Sales Division</p> <p>June 2014 Director, Managing Executive Officer and Deputy General Manager of Sales Division</p> <p>Apr. 2015 Director of ASAHI ENGINEERING (MALAYSIA) SDN.BHD. (current position)</p> <p>May 2015 Director of ASIA PACIFIC ASAHI CO., LTD. (current position)</p> <p>June 2015 Director, Managing Executive Officer and Deputy General Manager of Sales Division, in charge of Overseas Sales of Sales Division (current position)</p> <p>[Significant concurrent positions] Director of ASIA PACIFIC ASAHI CO., LTD. Director of ASAHI ENGINEERING (MALAYSIA) SDB.BHD.</p>	4,800
<p>[Reasons for nomination as a candidate for Director]</p> <p>Ken Nakamura served in several key positions in major financial institutions, etc., and since assuming the role of Director of the Company in June 2014, he has engaged in the Group's management based on his extensive experience and insights gained in his career. Given his insights and skills in terms of marketing, global business, risk management, and finance which are also appropriate for someone in the position of the Company's Director, the Company judged he is expected to contribute to its sustainable growth and increase corporate value over the medium to long term, and continued to nominate him as candidate for Director.</p>			
4	Tsutomu Nakano (May 4, 1958)	<p>Mar. 1985 Joined the Company</p> <p>Dec. 2005 General Manager of Sales Department 2 of Osaka Branch Office</p> <p>Apr. 2009 General Manager of Sales Department 1 of Osaka Branch Office</p> <p>June 2012 Deputy General Manager of Osaka Branch Office, General Manager of Sales Supervision Dept. of Osaka Branch Office, and General Manager of Sales Dept. 1 of Osaka Branch Office</p> <p>Apr. 2013 Deputy General Manager of Osaka Branch Office, General Manager of Sales Supervision Dept. of Osaka Branch Office, and General Manager of Sales Dept. 2 of Osaka Branch Office</p> <p>June 2015 Executive Officer, Deputy General Manager of Osaka Branch Office, and General Manager of Sales Supervision Dept. of Osaka Branch Office</p> <p>Apr. 2017 Executive Officer and General Manager of Sales Division</p> <p>June 2017 Director, Senior Executive Officer, and General Manager of Sales Division</p> <p>June 2019 Director, Managing Executive Officer, and General Manager of Sales Division (current position)</p>	10,600
<p>[Reasons for nomination as a candidate for Director]</p> <p>Tsutomi Nakano worked for the Sales Unit of Installation Work Division for many years. Since assuming the role of Director of the Company in June 2017, he has engaged in the Group's management based on his extensive experience and insights gained in his career. Given his insights and skills in terms of business strategy, DX, and human resource development which are also appropriate for someone in the position of the Company's Director, the Company judged he is expected to contribute to its sustainable growth and increase corporate value over the medium to long term, and continued to nominate him as candidate for Director.</p>			

Candidate No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company (significant concurrent positions)	Number of the Company's shares held
5	Shinji Kikuchi (January 30, 1959)	Apr. 1981 Joined the Company	3,700
		Oct. 2010 General Manager of Design Dept. 1 of Central Branch	
Oct. 2012 General Manager of Design Supervision Dept. of Central Branch, and General Manager of Design Dept. 1 of Central Branch			
June 2017 Executive Officer, Deputy General Manager of Central Branch, and General Manager of Design Supervision Dept. of Central Branch			
June 2020 Senior Executive Officer and General Manager of Central Branch			
June 2021 Director, Senior Executive Officer, and General Manager of Central Branch (current position)			
[Reasons for nomination as a candidate for Director] Shinji Kikuchi worked for the Design Unit of Installation Work Division for many years. Since assuming the role of Director of the Company in June 2021, he has engaged in the Group's management based on his extensive experience and insights gained in his career. Given his insights and skills in terms of business strategy, marketing, and human resource development which are also appropriate for someone in the position of the Company's Director, the Company judged he is expected to contribute to its sustainable growth and increase corporate value over the medium to long term, continued to nominate him as candidate for Director.			
6	Mitsuru Hattori (November 30, 1959)	Apr. 1984 Joined the Company	2,400
		Apr. 2009 General Manager of Construction Dept. 3 of Osaka Branch Office	
Apr. 2013 General Manager of Safety and Health Management Dept. of Technology Division			
Apr. 2014 General Manager of Construction Management Dept. of Technology Division			
July 2016 Deputy General Manager of Technology Division, and General Manager of Construction Management Dept. of Technology Division			
June 2017 Executive Officer, Deputy General Manager of Technology Division, and General Manager of Construction Management Dept. of Technology Division			
Apr. 2018 Executive Officer and Deputy General Manager of Technology Division			
June 2019 Director, Executive Officer, and Deputy General Manager of Technology Division			
Apr. 2020 Director, Executive Officer, and General Manager of Technology Division			
June 2020 Director, Senior Executive Officer, and General Manager of Technology Division (current position)			
May 2021 Director of ASAHI ENGINEERING (MALAYSIA) SDN.BHD. (current position)			
[Significant concurrent positions] Director of ASAHI ENGINEERING (MALAYSIA) SDN.BHD.			
[Reasons for nomination as a candidate for Director] Mitsuru Hattori worked for Construction Management of Installation Work Division for many years. Since assuming the role of Director of the Company in June 2019, he has engaged in the Group's management based on his extensive experience and insights gained in his career. Given his insights and skills in terms of business strategy, DX, and risk management which are also appropriate for someone in the position of the Company's Director, the Company judged he is expected to contribute to its sustainable growth and increase corporate value over the medium to long term, and continued to nominate him as candidate for Director.			

Candidate No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company (significant concurrent positions)	Number of the Company's shares held
7	Yukihiko Inoue (November, 4, 1937)	<p>Sep. 1994 Superintendent General of Tokyo Metropolitan Police Department</p> <p>June 2002 Director of Tokyo GAS CO., LTD.</p> <p>Sep. 2003 Director of Japan Guide Dog Association (current position)</p> <p>June 2006 Outside Director of ASAHI KOGYOSHA CO., LTD. (current position)</p> <p>Sep. 2014 Outside Director of Don Quijote Holdings, CO., Ltd. (currently Pan Pacific International Holdings Corporation)</p> <p>June 2018 Outside Director of Anicom Holdings, Inc. (current position)</p> <p>Feb. 2019 Outside Director of Pan Pacific International Holdings Corporation (current position)</p> <p>[Significant concurrent positions]</p> <p>Director of Japan Guide Dog Association</p> <p>Outside Director of Anicom Holdings, Inc.</p> <p>Outside Director of Pan Pacific International Holdings Corporation</p>	0
<p>[Reasons for nomination as a candidate for Outside Director and outline of expected roles]</p> <p>Since assuming the role of Outside Director of the Company in June 2006, Yukihiko Inoue has given proper recommendations, etc. concerning the Company's management from an objective standpoint based on his experience nurtured through serving in a few key roles including Superintendent General of Tokyo Metropolitan Police Department, providing supervision and advice, etc. on Directors' execution of duties especially from a compliance professional perspective. Mr. Inoue also provides advice and guidance on the nomination of candidates for the Company's Director and determination of Director remuneration, etc. as a member of the Nomination and Remuneration Advisory Committee from an objective and neutral standpoint. Although he has not been involved in corporate management other than in his capacity as an outside officer, given his insights and skills in terms of organizational management, sustainability, overseas business experience, and risk management which are appropriate for someone in the position of the Company's Director, the Company judged he is expected to carry out his duties as Outside Director appropriately and contribute to its sustainable growth and increase corporate value over the medium to long term, and continued to nominate him as Outside Director. At the conclusion of this General Meeting of Shareholders, the term of office of Mr. Inoue will have been sixteen years.</p>			

Candidate No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company (significant concurrent positions)	Number of the Company's shares held
8	Keiji Watanabe (January 21, 1943)	<p>July 1987 Representative Partner of Aoyama Audit Corporation (currently PricewaterhouseCoopers Aarata LLC)</p> <p>Apr. 1996 Representative Partner of Tohmatsu Audit Firm (currently Deloitte Touche Tohmatsu LLC)</p> <p>June 2008 Outside Director of ASAHI KOGYOSHA CO., LTD. (current position)</p> <p>Mar. 2011 Outside Director of FunaiZaisanConsultants Company, Limited (currently Aoyama Zaisan Networks Company, Limited)</p> <p>July 2012 Outside Director of Aoyama Zaisan Networks Company, Limited (current position)</p> <p>June 2017 Outside Audit & Supervisory Board Member of Hokuetsu Kishu Paper Co., Ltd. (currently Hokuetsu Corporation) Outside Director of SBI Insurance Group CO., Ltd. (current position)</p> <p>June 2018 Outside Director of UKAI CO., LTD. (current position)</p> <p>July 2018 Outside Audit & Supervisory Board Member of Hokuetsu Corporation (current position)</p> <p>[Significant concurrent positions] Outside Director of Aoyama Zaisan Networks Company, Limited Outside Director of SBI Insurance Group CO., Ltd. Outside Director of UKAI CO., LTD. Outside Audit & Supervisory Board Member of Hokuetsu Corporation</p>	0
<p>[Reasons for nomination as a candidate for Outside Director and outline of expected roles]</p> <p>Since assuming the role of Outside Director of the Company in June 2008, Keiji Watanabe has given proper recommendations, etc. concerning the Company's management from an objective standpoint based on his abundant insights and experience nurtured through serving as a certified public accountant, providing management advice, etc. especially from a corporate accounting professional perspective. Moreover, as a member of the Nomination and Remuneration Advisory Committee, Mr. Watanabe provides advice and guidance on the nomination of candidates for the Company's Director and the determination of Director remuneration, etc. from an objective and neutral standpoint. Although he has not been involved in corporate management other than in his capacity as an outside officer, given his insights and skills in terms of corporate governance, sustainability, and global business which are appropriate for someone in the position of the Company's Director, the Company judged he is expected to carry out his duties as Outside Director appropriately and contribute to its sustainable growth and increase corporate value over the medium to long term, and continued to nominate him as Outside Director. At the conclusion of this General Meeting of Shareholders, the term of office of Mr. Watanabe will have been fourteen years.</p>			

Candidate No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company (significant concurrent positions)	Number of the Company's shares held
9	Shoji Tamura (July 27, 1948)	<p>June 1998 Director of Fujitsu Business System CO., LTD. (currently Fujitsu Japan Limited)</p> <p>June 2007 Senior Managing Director of Fujitsu Business System CO., LTD.</p> <p>June 2009 Representative Director and Vice President of Fujitsu Marketing Limited (currently Fujitsu Japan Limited)</p> <p>May 2012 Representative Director of NIHON ASI CO., LTD. (current position)</p> <p>Dec. 2012 Director of NIPPON CLOUD CO., LTD. (current position)</p> <p>June 2020 Outside Director of ASAHI KOGYOSHA CO., LTD. (current position)</p> <p>[Significant concurrent positions] Representative Director of NIHON ASI CO., LTD. Director of NIPPON CLOUD CO., LTD.</p>	0
<p>[Reasons for nomination as a candidate for Outside Director and outline of expected roles]</p> <p>Since assuming the role of Outside Director of the Company in June 2020, Shoji Tamura has given proper recommendations, etc. concerning the Company's management from an objective standpoint based on his experience through engaging in corporate management of a major listed company group, providing management advice, etc. especially from a professional perspective of corporate management and business operations. Moreover, as a member of the Nomination and Remuneration Advisory Committee, Mr. Tamura provides advice and guidance on the nomination of candidates for the Company's Director and the determination of Director remuneration, etc. from an objective and neutral standpoint. Given his insights and skills in terms of organizational management, DX, marketing, and risk management which are appropriate for someone in the position of the Company's Director, the Company judged he is expected to carry out his duties as Outside Director appropriately and contribute to its sustainable growth and increase corporate value over the medium to long term, and continued to nominate him as Outside Director. At the conclusion of this General Meeting of Shareholders, the term of office of Mr. Tamura will have been two years.</p>			

Note:

1. There is no special interest between any of the candidates and the Company.
2. Messrs. Yukihiko Inoue, Keiji Watanabe and Shoji Tamura are candidates for Outside Director.
3. Messrs. Yukihiko Inoue, Keiji Watanabe, and Shoji Tamura are independent officers as stipulated by the Tokyo Stock Exchange, and the Company has notified the Exchange accordingly. In the event that this proposal is approved as proposed, the Company intends to renew notification to the Exchange concerning their designation as an independent officer.
4. The Company has concluded agreements with Messrs. Yukihiko Inoue, Keiji Watanabe, and Shoji Tamura to limit their liability for damages described in Article 423, paragraph 1 of the Companies Act pursuant to the provisions of Article 427, paragraph 1 of the same Act. In the event that the proposal is approved as proposed, the Company plans to maintain the current agreements on the same terms.
5. The Company has entered into a directors' and officers' liability insurance (D&O Insurance) contract with an insurance company pursuant to Article 430-3, paragraph 1 of the Companies Act. An outline of the terms and conditions of the contract is stated in "3 (3) Outline of the terms and conditions of D&O insurance" in the Business Report. (Japanese version only) In the event that this proposal is approved as proposed, they will continue to be insured under the insurance contract. The Company intends to renew the D&O insurance contract for the next year onward, but may change the terms and conditions accordingly.
6. The Company implemented a two-for-one common stock split as of April 1, 2022. "Number of the Company's shares held" by the above-mentioned candidates represents the number of shares before the implementation of the stock split (as of March 31, 2022).

(Reference) Board Skills Matrix

The Company has defined skills (knowledge and experience) which are deemed to be important for its Board of Directors as listed below. Candidates for Director shall be nominated on condition that they have well-balanced, appropriate skills (knowledge and experience).

[Skills (Knowledge and Experience) Required by the Board of Directors of the Company]

Corporate Management and Organizational Management	Have an ability to lead the Company's corporate management and organizational management based on experience gained through the roles of representative director or representative of public companies and equivalent companies or organizations
Business Strategy	Have substantial knowledge and experience in the management of the Company's business unit which enable the development and implementation of business strategies
Technology and R&D	Have substantial knowledge and experience in construction, manufacturing, R&D, and procurement which enable the enhancement of technological capabilities and supervision of technological units
Sales and Marketing	Have substantial knowledge and experience in sales and marketing which enable the enhancement of sales capabilities and supervision of sales units
Sustainability	Have substantial knowledge and experience in ESG and SDGs which enable the promotion of sustainable management
DX/IT and Innovation	Have substantial knowledge and experience in DX and IT which enable the promotion of DX and IT Moreover, have knowledge and experience required to create new value, products, and frameworks, etc.
Global Business	Have substantial knowledge and experience related to overseas business which enable the enhancement and promotion of global business
Legal Affairs, Risk Management, Governance	Have substantial knowledge and experience in legal and compliance affairs, as well as IR and publicity, etc. which enable risk management and regulatory issues to be handled, and the enhancement of corporate governance, etc.
Finance and Accounting	Have substantial knowledge and experience in finance and accounting which enable the development and implementation of financial strategies
Personnel Management and Human Resource Development	Have substantial knowledge and experience in personnel and labor management and employee education which enable the development and implementation of personnel strategies and human resource development

[Skills (knowledge and experience) offered by candidates for Director of the Company are as follows.]

Name	Current position at the Company	Corporate Management and Organizational Management	Business Strategy	Technology and R&D	Sales and Marketing	Sustainability	DX/IT and Innovation	Global Business	Legal Affairs, Risk Management, Governance	Finance and Accounting	Personnel Management and Human Resource Development
Yasutomo Takasu	President and Representative Director, and President and Executive Officer (Chairman of the Nomination and Remuneration Advisory Committee)	○			○	○			○		
Michiya Kameda	Director and Vice President, and Vice President and Executive Officer						○		○	○	○
Ken Nakamura	Director and Managing Executive Officer				○			○	○	○	
Tsutomu Nakano	Director and Managing Executive Officer		○		○		○				○
Shinji Kikuchi	Director and Senior Executive Officer		○	○	○						○
Mitsuru Hattori	Director and Senior Executive Officer		○	○			○	○			
Yukihiko Inoue	Independent Outside Director (Member of the Nomination and Remuneration Advisory Committee)	○				○		○	○		
Keiji Watanabe	Independent Outside Director (Member of the Nomination and Remuneration Advisory Committee)					○		○	○	○	
Shoji Tamura	Independent Outside Director (Member of the Nomination and Remuneration Advisory Committee)	○			○		○		○		

- Note:
1. The list above does not represent all the skills offered by each candidate.
 2. Up to four major skills offered by each candidate are marked with a “○.”