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Securities Code: 5208

Date of sending by postal mail: June 2, 2026

Start date of measures for electronic provision: May 22, 2026

To our shareholders:

Yuta Arisawa
President and Representative Director
Arisawa Mfg. Co., Ltd.
5-5 Minami-honcho 1-chome, Joetsu-shi, Niigata

Notice of the 78th Annual General Meeting of Shareholders

We are pleased to announce the 78th Annual General Meeting of Shareholders of Arisawa Mfg. Co., Ltd. (the “Company”), which will be held as stated below.

In convening this General Meeting of Shareholders, the Company has taken 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 has posted the information on each of the following websites. Please access any of the websites to view the information.

The Company’s website:

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

(From the above website, select “IR/Financial,” “IR Library,” and then “Shareholders’ Meeting.”)

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

<https://d.sokai.jp/5208/teiji/> (in Japanese)

TSE website (Listed Company Search):

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

(Access the TSE website by using the internet address shown above, enter “Arisawa Mfg.” in “Issue name (company name)” or the Company’s securities code “5208” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”)

If you do not plan on attending the meeting in person, please consider exercising your voting rights in advance either by mail or via the internet using the voting form sent with this notice.

If you exercise your voting rights either by mail or via the internet and other means, the deadline by which voting rights must be exercised is 5:00 p.m. on Wednesday, June 17, 2026 (JST). We appreciate your cooperation.

- 1. Date and Time:** Thursday, June 18, 2026 at 10:00 a.m. (Reception will open at 9:00 a.m.) (JST)
- 2. Venue:** Conference Room, Joetsu Head Office of the Company
5-5 Minami-honcho 1-chome, Joetsu-shi, Niigata
- * On the day, we will be providing a livestreaming of the meeting for shareholders via the internet. For details, please refer to “Information on the Livestreaming of General Meeting of Shareholders” of this notice (in Japanese only).

3. Purpose of the Meeting

Matters to be reported:

1. Business Report and Consolidated Financial Statements for the 78th Fiscal Year (April 1, 2025, to March 31, 2026) and Audit Reports of Consolidated Financial Statements by the Accounting Auditor and the Board of Corporate Auditors
2. Non-consolidated Financial Statements for the 78th Fiscal Year (April 1, 2025, to March 31, 2026)

Matters to be resolved:

- | | |
|-----------------------|---|
| Proposal No. 1 | Appropriation of Surplus |
| Proposal No. 2 | Election of Nine Directors |
| Proposal No. 3 | Election of Two Substitute Corporate Auditors |

- When attending on the day of the meeting, please submit the voting form sent with this notice to reception.
If you exercise your voting rights by proxy, another shareholder with a voting right of the Company may attend the General Meeting of Shareholders as your proxy. In this case, however, please submit a written document certifying the authority of proxy with the voting form at the reception.
- No gifts will be provided to shareholders who attend the Annual General Meeting of Shareholders. Your understanding is appreciated.
- For this General Meeting of Shareholders, we have delivered paper-based documents stating the matters subject to measures for electronic provision to all shareholders, regardless of whether or not they have requested them.
Among the matters subject to measures for electronic provision, in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company, the following matters are not provided in the documents delivered to shareholders.
 - (i) “System to Ensure the Appropriateness of Operations and the Operational Status of the Relevant System” and “Policy on Decisions on Dividends and Other Appropriation of Surplus” in the Business Report
 - (ii) “Consolidated Statements of Changes in Shareholders’ Equity and Other Net Assets” and “Notes to Consolidated Financial Statements” in the Consolidated Financial Statements
 - (iii) “Non-consolidated Statements of Changes in Shareholders’ Equity and Other Net Assets” and “Notes to Non-consolidated Financial Statements” in the Non-consolidated Financial StatementsAccordingly, the Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements stated in the documents are part of the documents included in the scope of audits by the Accounting Auditor and the Corporate Auditors when they create their respective audit reports.
- If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on each of the aforementioned websites.
- The results of the resolutions of this Meeting will be posted on the aforementioned Company’s website in lieu of sending a notice of resolutions.

Reference Documents for General Meeting of Shareholders

Proposal No. 1 Appropriation of Surplus

The Company will invest the funds acquired during the period into expanding existing business and creating new business while actively returning profits to shareholders. The Company sets a basic policy of returning either a dividend on equity ratio (DOE) of 6% or a total return ratio of at least 80%, whichever is greater, to its shareholders. Also, the Company will flexibly respond to a share buyback in total consideration of demand for funds and financial conditions, etc. This policy will be applied when an equity ratio of approximately 50% is achieved.

In line with this policy, the Company proposes the appropriation of the surplus for the fiscal year as follows:

1. Year-end dividends

(1) Type of dividend property

Cash

(2) Allotment of dividend property and the aggregate amount

The Company proposes to pay a dividend of ¥78 per common share of the Company.

Total amount: ¥2,560,977,198

As the Company paid an interim dividend of ¥44 per share, the annual dividends for the fiscal year will be ¥122 per share.

(3) Effective date of payment of surplus available for dividends

June 19, 2026

2. Other matters regarding appropriation of surplus

(1) Item of surplus to be increased and its amount

Retained earnings brought forward: ¥5,000,000,000

(2) Item of surplus to be decreased and its amount

General reserve: ¥5,000,000,000

Proposal No. 2 Election of Nine Directors

At the conclusion of the Annual General Meeting of Shareholders, the terms of office of all nine Directors will expire. Therefore, the Company proposes the election of nine Directors.

The candidates for Director are as follows:

Candidate No.	Name		(Reference)		
			Current position in the Company	Attendance at meetings of the Board of Directors during the fiscal year	
1	Yuta Arisawa	(Male)	Reelection	President and Representative Director	10/10 (100%)
2	Takeshi Masuda	(Male)	Reelection	Director and Senior Managing Operating Officer	10/10 (100%)
3	Osamu Nakajima	(Male)	Reelection	Director and Senior Operating Officer	10/10 (100%)
4	Makoto Tai	(Male)	Reelection	Director and Senior Operating Officer	10/10 (100%)
5	Koji Nakamura	(Male)	Reelection Outside Independent	Outside Director	10/10 (100%)
6	Kazuo Abiko	(Male)	Reelection Outside Independent	Outside Director	10/10 (100%)
7	Hirotoishi Takada	(Male)	Reelection Outside Independent	Outside Director	10/10 (100%)
8	Miho Numata	(Female)	Reelection Outside Independent	Outside Director	10/10 (100%)
9	Makiko Horie	(Female)	Reelection Outside Independent	Outside Director	10/10 (100%)

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Yuta Arisawa (July 25, 1969) Reelection	Apr. 1992 Joined Mitsubishi Electric Corporation Feb. 2002 Joined JPMorgan Securities Japan Co., Ltd. Aug. 2003 Joined the Company Apr. 2007 Assistant General Manager, Manufacturing Dept. Apr. 2009 Operating Officer Jun. 2010 Director and Senior Operating Officer Jun. 2011 Director and Senior Managing Operating Officer Jun. 2014 President and Representative Director (current position) Jun. 2015 Chief Operating Officer (COO) Jun. 2017 Chief Executive Officer (CEO) (current position) (Significant concurrent positions outside the Company) President and Representative Director, Protec International Holdings Co., Ltd.	161,350 shares
(Reasons for nomination as candidate for Director) After serving in the corporate planning, manufacturing and sales departments, Yuta Arisawa became President and Representative Director in 2014. Since assuming that role, he has been promoting business reform with an emphasis on medium- to long-term growth based on the corporate philosophy while looking over the entire Group with a global perspective. The Company deems that he is a suitable manager to play a leadership role to accelerate innovative changes based on his abundant insight, experience and achievements cultivated through such corporate management experience. He is nominated as a candidate for Director because he is expected to promote information sharing and reinforce the decision-making function of the Board of Directors as a member of the Board of Directors.			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
2	Takeshi Masuda (April 3, 1963) Reelection	Apr. 1986 Joined Alps Electric Co., Ltd. (presently ALPS ALPINE CO., LTD.) Oct. 1990 Joined the Company Nov. 2003 Group Leader, Administration Planning Group Jul. 2008 Assistant General Manager, Manufacturing Dept. Oct. 2010 General Manager, Corporate Planning Dept. Jun. 2011 Operating Officer in charge of Corporate Planning Dept. Jun. 2015 Operating Officer in charge of Corporate Planning Dept. and Accounting Dept. Jun. 2016 Operating Officer; Deputy Division Chief, Administration Division; in charge of Corporate Planning Dept., Accounting Dept., and Human Resources Dept. Jun. 2021 Director and Senior Operating Officer, Division Chief, Manufacturing Division; Division Chief, Administration Division Jun. 2023 Director and Senior Managing Operating Officer, Division Chief, Manufacturing Division; Division Chief, Administration Division Jun. 2025 Director and Senior Managing Operating Officer, Division Chief, Administration Division (current position)	52,753 shares
(Reasons for nomination as candidate for Director) Takeshi Masuda served in the corporate planning and manufacturing departments after joining the Company, and he currently manages the Administration division. The Company deems that he is an essential person for further increasing efficiency of management and strengthening ESG efforts in the future because of his broad experience and proven track record including in IR operations, collaboration and M&As with domestic and overseas companies, and establishment and execution of management and manufacturing strategies. He is nominated as a candidate for Director because he can be expected to ensure the effectiveness of the supervisory functions of the Company's Board of Directors by supervising the execution of duties by Operating Officers and others based on his abundant practical experience.			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
3	Osamu Nakajima (June 5, 1965) Reelection	Apr. 1989 Joined Mitsui & Co., Ltd. May 2011 Department Manager, Solar Business Div., Functional Chemicals Business Unit Apr. 2013 Department Manager, Advanced Materials Div., Functional Chemicals Business Unit Jul. 2014 Department Manager, Business Development Div., Basic Chemicals Business Unit Oct. 2015 Joined the Company as General Manager, Electronic Materials Sales Dept. Oct. 2015 Operating Officer in charge of Electronic Materials Sales Dept. Jun. 2016 Director and Senior Operating Officer, Division Chief, Electronic Materials Business Division; in charge of Electronic Materials Sales Dept. Jun. 2023 Director and Senior Operating Officer, Division Chief, Business Promotion Division; Deputy Division Chief, Innovation Promotion Division (current position) (Significant concurrent positions outside the Company) Chair, THINFLEX CORPORATION CO., LTD.	54,083 shares
(Reasons for nomination as candidate for Director) Osamu Nakajima has been managing the Business Promotion Division since his joining the Company after holding successive management posts in sales and development in the Functional Chemicals Business Unit of Mitsui & Co., Ltd. The Company deems that he is an essential person for the further increase of the products' sales in the future and for the quality improvement of the Company's subsidiaries because of his proven track record of expanding the Group's business scope by leveraging his abundant sales experience, including his experience working overseas and his development-oriented viewpoint. He is nominated as a candidate for Director because he is expected to ensure the effectiveness of the supervisory functions of the Company's Board of Directors by supervising the execution of duties by Operating Officers and others based on his abundant practical experience.			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
4	Makoto Tai (September 21, 1964) Reelection	<p>Apr. 1988 Joined Daiichi Denko Corporation (presently Sumitomo Electric Wintec, Inc.)</p> <p>Mar. 2002 Joined the Company</p> <p>Jul. 2006 Group Leader, Electronic Materials Group 1, Engineering Dept.</p> <p>Apr. 2010 Assistant General Manager, Research & Development Dept.</p> <p>Apr. 2012 General Manager, Engineering Dept.</p> <p>Jun. 2015 Operating Officer in charge of Research & Development Dept.</p> <p>Jun. 2019 Operating Officer; Deputy Division Chief, Electrical Insulating & Composite Materials Business Division; in charge of Electrical Insulating & Composite Materials Research & Development Dept., Optical Materials Research & Development Dept., and Research & Development Dept. (deputy)</p> <p>Jun. 2023 Director and Senior Operating Officer, Division Chief, Innovation Promotion Division; Deputy Division Chief, Business Promotion Division; in charge of Development Support Dept., Innovation Center Preparatory Office (main), and Analysis Center</p> <p>Jun. 2025 Director and Senior Operating Officer, Division Chief, Innovation Promotion Division; in charge of Development Support Dept.; Deputy Division Chief, Business Promotion Division; in charge of Analysis Center (current position)</p>	23,795 shares
<p>(Reasons for nomination as candidate for Director)</p> <p>Makoto Tai was engaged in development of insulating materials and other products at Daiichi Denko Corporation and after joining the Company, he has been involved in development and management across all segments. Currently, he manages the Innovation Promotion Division and Analysis Center. The Company deems that he is an essential person for realizing our research, development and technical strategies toward the Company's growth based on his extensive experience and proven track record. He is nominated as a candidate for Director because he is expected to ensure the effectiveness of the supervisory functions of the Company's Board of Directors by supervising the execution of duties by Operating Officers and others based on his abundant practical experience.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
5	Koji Nakamura (August 15, 1948) Reelection Outside Independent	<p>Apr. 1973 Joined Mitsui & Co., Ltd.</p> <p>Apr. 2004 Managing Officer; Chief Operating Officer of Synthetic Resins and Inorganic Chemicals Business Unit</p> <p>Apr. 2006 Executive Managing Officer; Chief Operating Officer of Chemicals Business Unit II</p> <p>Apr. 2009 Senior Executive Managing Officer; Chief Operating Officer of EMEA (Europe, the Middle East and Africa) Business Unit</p> <p>Mar. 2011 Retired as Senior Executive Managing Officer</p> <p>Aug. 2011 Audit & Supervisory Board Member, SANKO Co., Ltd. (current position)</p> <p>Aug. 2016 Outside Director, Sanko Gosei Ltd. (current position)</p> <p>Jun. 2020 Director, the Company (current position)</p>	2,570 shares
<p>(Reasons for nomination as candidate for outside Director and expected roles)</p> <p>Koji Nakamura has been involved in corporate management in Japan and overseas for many years, having served as Senior Executive Managing Officer of Mitsui & Co., Ltd. and as Director at Sanko Gosei Ltd. The Company deems that he has extensive insight and knowledge regarding global management from his experience as a managing officer at a global company and that he will deliver opinions from an outside perspective with regard to the overall management of the Company, particularly in the area of business strategy, and increase the rationality and transparency of the Company's management.</p>			
6	Kazuo Abiko (January 22, 1947) Reelection Outside Independent	<p>Nov. 1978 Joined Associated Press</p> <p>May 1985 Deputy General Manager of Tokyo Studio</p> <p>Jul. 2001 President, Foreign Correspondents' Club of Japan</p> <p>Apr. 2004 General Manager of Tokyo Studio, Associated Press</p> <p>Jul. 2004 General Manager for Northeast Asia</p> <p>Feb. 2010 Advisor</p> <p>Sep. 2010 Part-time Lecturer, Tokyo University of Foreign Studies</p> <p>Sep. 2011 Part-time Lecturer, Sophia University</p> <p>Apr. 2015 Visiting Professor, Kanda University of International Studies</p> <p>Jul. 2018 Auditor, Foreign Correspondents' Club of Japan</p> <p>Jun. 2020 Director, the Company (current position)</p>	1,205 shares
<p>(Reasons for nomination as candidate for outside Director and expected roles)</p> <p>After completing a course at Graduate School of The California State University, Kazuo Abiko was appointed the General Manager of Tokyo Studio and General Manager for Northeast Asia at Associated Press while also working as the President of Foreign Correspondents' Club of Japan. After retiring from the said company, he worked as a part-time lecturer at Tokyo University of Foreign Studies and Sophia University. The Company deems that he will deliver opinions from an outside perspective and increase the rationality and transparency of the Company's management by leveraging his insight in international communication and norms and ethics of journalism.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
7	Hirotohi Takada (August 10, 1953) Reelection Outside Independent	<p>Mar. 1977 Joined NIPPON SEIKI CO., LTD.</p> <p>Apr. 2003 Director and President, UK-NSI Co., Ltd.</p> <p>Jun. 2005 Director, NIPPON SEIKI CO., LTD.</p> <p>Jun. 2008 Managing Director</p> <p>Apr. 2011 Representative Senior Managing Director</p> <p>Apr. 2011 General Manager, Sales Division</p> <p>Jun. 2011 Chairman, Wuhan Nissei Display System Co., Ltd.</p> <p>Mar. 2012 Chairman, Nissei Display Sales and Development Co., Ltd.</p> <p>Jun. 2013 President and Representative Director, NIPPON SEIKI CO., LTD.</p> <p>Mar. 2014 Chairman, Dongguan Nissei Electronics Co., Ltd.</p> <p>Apr. 2014 Chairman, Hong Kong Nippon Seiki Co., Ltd.</p> <p>Jun. 2015 President and Representative Director, Executive Officer, NIPPON SEIKI CO., LTD.</p> <p>Jul. 2015 Chairman, Hong Kong Ek Chor Nissei Co., Ltd.</p> <p>Jul. 2015 Chairman, Shanghai Nissei Display System Co., Ltd.</p> <p>Mar. 2016 Chairman and Director, Thai Nippon Seiki Co., Ltd.</p> <p>Jun. 2017 Vice Chairman and Director, Executive Officer, NIPPON SEIKI CO., LTD.</p> <p>Jun. 2021 Director, the Company (current position)</p>	1,631 shares
(Reasons for nomination as candidate for outside Director and expected roles) Hirotohi Takada has served as the Representative Director of NIPPON SEIKI CO., LTD. and as Chairman, etc. of overseas subsidiaries. He has been engaged over many years in sales and product planning, etc. in the automobile industry. As he has a deep knowledge of the industry, the Company deems that he will deliver opinions from an outside perspective and increase the rationality and transparency of the Company's management by leveraging his abundant experience and broad knowledge as a manager of a company in the manufacturing industry with a global business.			
8	Miho Numata (April 18, 1975) Reelection Outside Independent	<p>Dec. 2009 Registered as an attorney at law and joined NUMATA LAW OFFICE</p> <p>Jan. 2016 Representative (current position)</p> <p>Apr. 2018 Civil Conciliation Commissioner, Tokyo Summary Court (current position)</p> <p>Jun. 2020 Outside Corporate Auditor, Tokyo Boeki Holdings Corporation (current position)</p> <p>Jun. 2021 Director, the Company (current position)</p> <p>Apr. 2025 Vice-President, Dai-Ichi Tokyo Bar Association for the Fiscal Year 2025</p>	1,631 shares
(Reasons for nomination as candidate for outside Director and expected roles) Miho Numata, as Representative of NUMATA LAW OFFICE, is actively engaged in a wide range of roles, including serving as Civil Conciliation Commissioner of Tokyo Summary Court, Outside Corporate Auditor of Tokyo Boeki Holdings Corporation, and Vice-President of Dai-Ichi Tokyo Bar Association, while managing the law office. The Company deems that she will deliver opinions from an outside perspective and increase the rationality and transparency of the Company's management by using her in-depth knowledge and rich experience as a legal expert, and her specialized knowledge relating to governance and compliance, etc.			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
9	Makiko Horie (May 12, 1967) Reelection Outside Independent	Apr. 1990 Joined Nomura Securities Co., Ltd. May 1995 Joined Merrill Lynch Investment Managers Co., Ltd. (presently BlackRock Japan Co., Ltd.) May 2016 Joined Value Create Inc., Partner Oct. 2021 Joined SDG Impact Japan Inc., Partner (current position) Jun. 2023 Director, the Company (current position) Jan. 2025 Advisory Board Member, Seino Holdings Co., Ltd. (current position) Mar. 2026 Outside Auditor, Sixonpower, Co., Ltd. (current position)	1,069 shares
(Reasons for nomination as candidate for outside Director and expected roles) Makiko Horie was engaged in sales to institutional investors, corporate investigation, and investment management related to the Japanese market at global financial institutions and involved in business consultancy and launching of start-ups. The Company deems that she will deliver opinions from an outside perspective and increase the rationality and transparency of the Company's management by utilizing such experience to reflect a form of a company expected by investors to our management strategies.			

- Notes:
- There is no special interest between any of the candidates for Director and the Company.
 - The number of the Company's shares owned is based on the shareholder register as of March 31, 2026.
 - The number of the Company's shares owned by each candidate for Director includes those acquired through the shareholding plan.
 - Among the candidates for Director, Koji Nakamura, Kazuo Abiko, Hirotooshi Takada, Miho Numata, and Makiko Horie are candidates for outside Director.
At the conclusion of this Annual General Meeting of Shareholders, Koji Nakamura's tenure as outside Director of the Company will have been six years.
At the conclusion of this Annual General Meeting of Shareholders, Kazuo Abiko's tenure as outside Director of the Company will have been six years.
At the conclusion of this Annual General Meeting of Shareholders, Hirotooshi Takada's tenure as outside Director of the Company will have been five years.
At the conclusion of this Annual General Meeting of Shareholders, Miho Numata's tenure as outside Director of the Company will have been five years.
At the conclusion of this Annual General Meeting of Shareholders, Makiko Horie's tenure as outside Director of the Company will have been three years.
 - The Company has submitted notification to Tokyo Stock Exchange, Inc. that among the candidates for Director, Koji Nakamura, Kazuo Abiko, Hirotooshi Takada, Miho Numata, and Makiko Horie have currently been designated as independent officers.
Koji Nakamura, Kazuo Abiko, Hirotooshi Takada, Miho Numata, and Makiko Horie are candidates to be appointed as independent officers as provided for by Tokyo Stock Exchange, Inc. If their election is approved, they will be appointed as independent officers as provided for by Tokyo Stock Exchange, Inc.
 - Currently, the Company has entered into limited liability agreements with each of candidates for Director Koji Nakamura, Kazuo Abiko, Hirotooshi Takada, Miho Numata, and Makiko Horie.
If the election of Koji Nakamura, Kazuo Abiko, Hirotooshi Takada, Miho Numata, and Makiko Horie is approved, the Company intends to renew the limited liability agreements with them pursuant to the provisions of Article 427, paragraph (1) of the Companies Act. The outline of the details of the limited liability agreements is as follows:
 - If an outside Director is liable to the Company for failing to perform his/her duties, the maximum amount of liability for compensation for damage to the Company shall be the Minimum Liability Amount provided in Article 425, paragraph (1) of the Companies Act.
 - The said limited liability agreement shall be effective as long as the outside Director had acted in good faith and without gross negligence in performing his/her duties that caused the damage.
 - The Company has entered into a directors and officers liability insurance policy as set forth in Article 430-3, paragraph (1) of the Companies Act with an insurance company. Under the policy, the Directors of the Company are insureds and the Company bears the full cost of the premiums. The policy will cover losses that may arise from liability incurred by a Director who is an insured in the course of their performance of duties, or receipt of claims pertaining to the pursuit of such liability. If each candidate is appointed as a Director, each of them will become an insured under the policy. The policy is scheduled to be renewed at the next renewal under the same terms and conditions.

(Reference) Expertise and experience of each Director and Corporate Auditor

If this proposal is approved and adopted, the Company's Board of Directors and Board of Corporate Auditors will be composed of members with the following skills.

		Corporate management	Business strategy/ marketing	R&D/ technological strategies	Finance/ accounting/ financial market	HR/labor/ HR development	Legal/ risk management	International experience
Representative Director	Yuta Arisawa	○	○	○	○			○
Director	Takeshi Masuda				○	○	○	
Director	Osamu Nakajima		○	○				○
Director	Makoto Tai		○	○				
Outside Director	Koji Nakamura	○	○					○
Outside Director	Kazuo Abiko	○				○		○
Outside Director	Hirotoishi Takada	○	○					○
Outside Director	Miho Numata	○				○	○	
Outside Director	Makiko Horie				○			○
Corporate Auditor	Hisashi Masumura				○	○	○	
Outside Corporate Auditor	Koichiro Tanaka	○			○			○
Outside Corporate Auditor	Koichi Yokota	○			○			

Reasons for the selection of primary specialty and experience presented above are as follows:

- Corporate management: Knowledge, experience, and achievements in corporate management are necessary to adapt to changes in the business environment and achieve sustainable growth over the medium to long term.
- Business strategy/ marketing: Expertise and experience in brand strategy and marketing are necessary to enhance competitiveness in domestic and overseas markets and achieve sustainable earnings growth.
- R&D/ technological strategies: Expertise and experience in research and development are necessary to provide superior products and services, maintain high quality, and achieve sustainable growth and enhancement of corporate value by creating new innovations.
- Finance/ accounting/ financial market: Expertise and experience in finance and accounting are necessary to ensure accurate financial reporting, build a strong financial base, actualize sustainable growth investments aimed at enhancing corporate value, and strengthen shareholder returns.
- HR/labor/ HR development: Knowledge and experience in formulating measures such as enabling employees to fully utilize their abilities and reforming organizational culture are necessary to enhance human capital and strengthen the management foundation.
- Legal/ risk management: Knowledge and experience in legal affairs and risk management are necessary to build a foundation for enhancing sustainable corporate value through the establishment of a governance structure, strengthened compliance, and comprehensive risk management.
- International experience: Management experience in overseas business, knowledge and experience in overseas business environments, and an international perspective are necessary because the formulation of growth strategies as a global company and group governance are important for the future enhancement of corporate value.

Proposal No. 3 Election of Two Substitute Corporate Auditors

The Company proposes the election of two substitute Corporate Auditors in advance to be ready to fill vacant positions should the number of Corporate Auditors fall below the number required by laws and regulations. The consent of the Board of Corporate Auditors has been obtained for this proposal.

The candidates for substitute Corporate Auditor are as follows: Kazuhide Kita is to be elected as a substitute for Corporate Auditor Hisashi Masumura, and Takefumi Ishida is to be elected as a substitute for outside Corporate Auditors Koichiro Tanaka and Koichi Yokota. The Company shall reserve the right to nullify the validity of their election by resolution of the Board of Directors as long as the consent of the Board of Corporate Auditors is obtained; provided, however, that it is only in a time before they assume office.

The candidates for substitute Corporate Auditor are as follows:

Candidate No.	Name (Date of birth)	Career summary and position in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Kazuhide Kita (March 31, 1963)	Apr. 1986 Joined the Company Nov. 2004 Group Leader, Electronic Materials Group 2, Engineering Dept. (Electronics) Nov. 2006 Group Leader, Electronic Materials Group 3, Engineering Dept. (Electronics) Apr. 2012 Group Leader, Management Group, Technical Administration Dept. Dec. 2013 Group Leader, Intellectual Property Group, Technical Administration Dept. Apr. 2014 General Manager, Technical Administration Dept. Oct. 2015 General Manager, Corporate Planning Dept. Apr. 2023 Commissioned to the Company (current position)	3,000 shares
2	Takefumi Ishida (September 15, 1976)	Nov. 2007 Registered as Authorized Tax Practitioner Apr. 2011 Director, Takada Branch of Kanto-Shinetsu Authorized Tax Practitioner's Association Jul. 2012 Representative Employee, Ishida Accounting Office (current position) Apr. 2021 Deputy General Manager, Takada Branch of Kanto-Shinetsu Authorized Tax Practitioner's Association Apr. 2025 General Manager, Takada Branch of Kanto- Shinetsu Authorized Tax Practitioner's Association (current position)	- shares

- Notes:
- There is no special interest between any of the candidates for substitute Corporate Auditor and the Company.
 - The number of the Company's shares owned is based on the shareholder register as of March 31, 2026.
 - Kazuhide Kita has been nominated as a substitute Corporate Auditor because the Company deems him suitable as a Corporate Auditor of the Company based on his involvement in technology, technology administration, and corporate planning operations since joining the Company as well as his broad knowledge and experience, such as in technology and corporate management.
 - Takefumi Ishida has been nominated as a substitute outside Corporate Auditor because the Company deems him suitable as an outside Corporate Auditor of the Company from an independent and neutral standpoint, based on his extensive experience and advanced expert knowledge as an authorized tax practitioner, which will be reflected in the Company's auditing system.
 - If Takefumi Ishida is appointed as an outside Corporate Auditor, he will be designated as an independent officer as provided for by Tokyo Stock Exchange, Inc.
 - If Takefumi Ishida is appointed as an outside Corporate Auditor, the Company intends to enter into a limited liability agreement with him pursuant to Article 427, paragraph (1) of the Companies Act, and the outline of the limited liability agreement is as follows:
 - If an outside Corporate Auditor is liable to the Company for failing to perform his/her duties, the maximum amount of liability for compensation for damage to the Company shall be the Minimum Liability Amount provided in Article 425, paragraph (1) of the Companies Act.

- The said limited liability agreement shall be effective as long as the person had acted in good faith and without gross negligence in performing his/her duties that caused the damage.
- 7. The Company has entered into a directors and officers liability insurance policy as set forth in Article 430-3, paragraph (1) of the Companies Act with an insurance company. Under the policy, the Corporate Auditors of the Company are insureds and the Company bears the full cost of the premiums. The policy will cover losses that may arise from liability incurred by a Corporate Auditor who is an insured in the course of their performance of duties, or receipt of claims pertaining to the pursuit of such liability. If each candidate is appointed as a Corporate Auditor, each of them will become an insured under the policy. The policy is scheduled to be renewed at the next renewal under the same terms and conditions.