

(Securities identification code: 4027)
June 6, 2025

To our shareholders:

Shunji Idei
Representative Director, President, and
Executive Officer
TAYCA CORPORATION
1-3-47 Funamachi, Taisho-ku, Osaka
(Head Office: 4-11-6 Tanimachi, Chuo-ku, Osaka)

Notice of the 159th Ordinary General Meeting of Shareholders

We are pleased to announce the 159th Ordinary General Meeting of Shareholders of Tayca Corporation (the “Company”), which will be held as described below.

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. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the Company’s website. Please access the Company’s website by using the Internet address shown below to review the information.

The Company’s website:
<https://www.tayca.co.jp/ir/meeting.php> (in Japanese)

In addition to the Company’s website, the matters related to electronic provision are also posted on the Tokyo Stock Exchange (TSE) website.

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 “TAYCA” in “Issue name (company name)” or the Company’s securities code “4027” 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 are not attending the meeting in person, you may exercise your voting rights by either of the following methods. Please exercise your voting rights no later than 5:40 p.m., Tuesday, June 24, 2025 (Japan Standard Time) after reviewing the attached Reference Documents for the General Meeting of Shareholders.

Exercising Voting Rights by the Internet

Please access the Company’s designated voting site (<https://evote.tr.mufg.jp/>) (in Japanese). Next, please use the login ID and provisional password given on the enclosed voting form and then input your approval or disapproval for the proposals by the above deadline in accordance with the instructions on the screen.

Exercising Voting Rights in Writing

Please indicate your approval or disapproval for the proposals on the enclosed voting form and then return it to us so that it arrives by the above deadline.

Meeting Details

1. **Date and time:** Wednesday, June 25, 2025 at 10:00 a.m. (Japan Standard Time)

2. **Venue:** Hotel Nikko Osaka, 4th floor “Kujaku Room”
1-3-3, Nishi-Shinsaibashi, Chuo-ku, Osaka

3. **Purposes:**

Items to be reported:

1. Report on the contents of Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements for the 159th Term (from April 1, 2024 to March 31, 2025)
2. Results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee for the 159th Term

Items to be resolved:

Proposal 1: Election of Four (4) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

Proposal 2: Election of Five (5) Directors Who Are Audit & Supervisory Committee Members

4. **Matters to be Decided Upon Convocation (Instructions for Exercising Voting Rights)**

- (1) If there is no indication of approval or disapproval for the proposal on the voting right exercise form, it will be considered an indication of your approval.
- (2) If voting rights are exercised multiple times via the Internet, the last exercise of your voting rights will be considered valid.
- (3) If voting rights are exercised both in writing using the voting rights exercise form and via the Internet, voting rights exercised via the Internet will be considered valid, regardless of when it is received.

We ask that you please present the enclosed voting form to the reception desk in the venue when attending the meeting in person.

<Requests to Shareholders>

- For this General Meeting of Shareholders, we have delivered paper-based documents stating the items provided in electronic format to all shareholders, regardless of whether or not they have requested them. Among the items provided in electronic format, in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company, the following items are posted on the websites mentioned above. Therefore, they are not included in the paper-based documents delivered to shareholders.
 - (i) “Consolidated Statement of Changes in Equity” and “Notes to Consolidated Financial Statements” in the Consolidated Financial Statements
 - (ii) “Non-consolidated Statement of Changes in Equity” and “Notes to Non-consolidated Financial Statements” in the Non-consolidated Financial StatementsAccordingly, the Audit & Supervisory Committee and the Accounting Auditor have audited the documents subject to audit, including the above items (i) and (ii).
- If revisions to the items provided in electronic format arise, the details of the revisions will be posted on each website where the items are posted.
- We will post any changes made to the matters described in the business reports, consolidated financial statements, non-consolidated financial statements and Reference Documents for General Meeting of Shareholders on the Company’s website.
- Since 2023, we no longer hand out gifts to shareholders who attend the General Meeting of Shareholders.
- If future developments necessitate any changes in the way the General Meeting of Shareholders will be run, shareholders will be informed on the Company’s website. Shareholders who plan to attend the meeting are asked to check it before the General Meeting of Shareholders.

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Matters

Proposal 1: Election of Four (4) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The terms of office for all four (4) Directors (excluding, however, Directors who are Audit & Supervisory Committee Members) will expire at the conclusion of this meeting. The Company proposes the election of four (4) Directors.

Furthermore, the Audit & Supervisory Committee has confirmed that there are no special matters to be stated at the General Meeting of Shareholders regarding this proposal.

The candidates for Directors are as follows:

Candidates for Directors

No.	Name (Date of birth)	Career summary, position, and responsibilities (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Shunji Idei (March 24, 1964)	<p>Apr. 1986 Joined the Company</p> <p>Apr. 2012 General Manager of the Okayama Research Laboratory</p> <p>Apr. 2015 General Manager of the Sales Department</p> <p>June 2017 General Manager of the Tokyo Branch</p> <p>June 2018 Director and General Manager of the Tokyo Branch</p> <p>Aug. 2018 President of TFT Corporation</p> <p>June 2019 Director, Senior Executive Officer, and General Manager of the Tokyo Branch of the Company</p> <p>June 2020 Director and Managing Executive Officer</p> <p>June 2021 Director and Senior Managing Executive Officer</p> <p>June 2022 Representative Director, President Executive Officer of the Company (present position)</p> <p>(Current responsibilities)</p> <p>In charge of the Internal Auditing Department, Osaka Research Laboratory, Okayama Research Laboratory</p>	18,944 shares
<p>Reasons for nomination as a candidate for Director:</p> <p>Shunji Idei has accumulated a wealth of business experience and achievements in research departments and sales departments since joining the Company. In addition, he has been responsible for management as Representative Director, President and Executive Officer of the Company since June 2022. The Company proposes his reelection as a candidate for Director with the expectation that he will use these experience and achievements for appropriate management judgments in the management of the Company.</p>			

No.	Name (Date of birth)	Career summary, position, and responsibilities (Significant concurrent positions outside the Company)	Number of the Company's shares owned
2	Tamataro Iwasaki (March 29, 1967)	<p>Apr. 1989 Joined the Company</p> <p>Apr. 2010 Assistant General Manager of the Tokyo Branch</p> <p>Jan. 2016 General Manager of Sales Department of Tayca Warehousing Co., Ltd.</p> <p>Oct. 2016 General Manager of Sales Warehouse Supervising Department of Tayca Warehousing Co., Ltd.</p> <p>June 2017 President of Tayca Warehousing Co., Ltd.</p> <p>June 2020 Director, Senior Executive Officer of the Company, and General Manager of Okayama Factory</p> <p>June 2022 Director, Senior Executive Officer of the Company (present position)</p> <p>(Current responsibilities)</p> <p>In charge of the Sustainability & Corporate Planning Department, Purchasing Department, Osaka Factory</p>	9,252 shares
<p>Reasons for nomination as a candidate for Director:</p> <p>Tamataro Iwasaki has accumulated a wealth of business experience and achievements in sales departments and factory departments since joining the Company. The Company proposes his reelection as a candidate for Director with the expectation that he will use these experiences and expertise in the management of the Company.</p>			

No.	Name (Date of birth)	Career summary, position, and responsibilities (Significant concurrent positions outside the Company)	Number of the Company's shares owned
3	Yoshihiro Murata (July 11, 1968)	<p>Apr. 1992 Joined the Company</p> <p>Apr. 2017 Assistant General Manager of the Tokyo Branch</p> <p>June 2019 President of Japan Sericite Corporation</p> <p>June 2020 General Manager of the Tokyo Branch of the Company</p> <p>June 2021 Executive Officer, General Manager of the Tokyo Branch</p> <p>June 2022 Director, Senior Executive Officer, and General Manager of the Tokyo Branch</p> <p>June 2022 President of TFT Corporation</p> <p>Apr. 2023 Director, Senior Executive Officer, and General Manager of the Sales Department, Tokyo Branch of the Company</p> <p>June 2023 Director, Senior Executive Officer, and General Manager of the Tokyo Branch</p> <p>Aug. 2024 Director, Senior Executive Officer, and in charge of the Sales Department and Tokyo Branch</p> <p>Oct. 2024 Director, Senior Executive Officer, General Manager of the Sales Department, and in charge of the Tokyo Branch</p> <p>Nov. 2024 Director, Senior Executive Officer, in charge of the Sales Department</p> <p>Jan. 2025 Director, Senior Executive Officer, General Manager of the Sales Department</p> <p>May 2025 Director, Senior Executive Officer, in charge of the Sales Department of the Company (present position)</p> <p>(Current responsibilities)</p> <p>In charge of the Sales Department</p>	7,452 shares
<p>Reasons for nomination as a candidate for Director:</p> <p>Yoshihiro Murata has accumulated a wealth of business experience and achievements in sales departments since joining the Company. The Company proposes his reelection as a candidate for Director with the expectation that he will use these experiences and expertise in the management of the Company.</p>			

No.	Name (Date of birth)	Career summary, position, and responsibilities (Significant concurrent positions outside the Company)	Number of the Company's shares owned
4	Hiroshi Nakamura (February 26, 1968)	<p>Apr. 1990 Joined Dai-Ichi Kangyo Bank, Ltd. (now: Mizuho Bank, Ltd.)</p> <p>July 2009 General Manager of Tsukuba Branch of Mizuho Bank, Ltd.</p> <p>Feb. 2012 General Manager of Minamiurawa Branch of Mizuho Bank, Ltd.</p> <p>Apr. 2015 General Manager of Kanda Branch of Mizuho Bank, Ltd.</p> <p>Apr. 2018 General Manager of Branch Department No. 3 of Mizuho Bank, Ltd.</p> <p>Apr. 2020 General Manager of Chiba Branch of Mizuho Bank, Ltd.</p> <p>Nov. 2022 Seconded to the Company, General Manager of Personnel Department</p> <p>Jan. 2023 Joined the Company, General Manager of Personnel Department</p> <p>June 2023 General Manager of General Affairs Department and General Manager of Personnel Department</p> <p>June 2024 Executive Officer, General Manager of General Affairs Department, and General Manager of Personnel Department of the Company (present position)</p> <p>(Current responsibilities) General Manager of General Affairs Department, General Manager of Personnel Department</p>	373 shares
<p>Reasons for nomination as a candidate for Director:</p> <p>Hiroshi Nakamura has extensive insight into finance and corporate management cultivated in his previous employment. Moreover, he has accumulated a wealth of business experience and achievements in the General Affairs Department and in the management departments of the Personnel Department since joining the Company. The Company proposes his new election as a candidate for Director with the expectation that he will use these experiences and expertise in the management of the Company.</p>			

- Notes: 1. There is no special interest between each of the candidates and the Company.
2. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph 1 of the Companies Act with an insurance company. The insurance policy includes the Directors of the Company as the insureds. The insurance policy covers losses that may arise from an insured's assumption of liability incurred in the course of the performance of their duties, or receipt of claims pertaining to the pursuit of such liability. If the election of the candidates for Director is approved, they will be included in the insureds of this insurance policy. In addition, when the insurance policy is renewed, the Company plans to renew the policy with the same terms.

Proposal 2: Election of Five (5) Directors Who Are Audit & Supervisory Committee Members

At the conclusion of this meeting, the terms of office of all five (5) Directors who are Audit & Supervisory Committee Members will expire. Therefore, the Company proposes the election of five (5) Directors who are Audit & Supervisory Committee Members based on the decision of the Nomination and Remuneration Committee.

The approval of the Audit & Supervisory Committee has been obtained for this proposal.

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

Candidates for Directors Who Are Audit & Supervisory Committee Members

No.	Name (Date of birth)	Career summary, position, and responsibilities (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Yasuyuki Nakatsuka (January 31, 1961)	<p>Apr. 1983 Joined the Company</p> <p>June 2006 General Manager of General Affairs Department</p> <p>Apr. 2015 General Manager of General Affairs Department, In charge of the Materials Compilation Department</p> <p>July 2016 Board Member of the Company and General Manager of General Affairs Department</p> <p>June 2019 Executive Officer and General Manager of General Affairs Department</p> <p>June 2020 Senior Executive Officer and General Manager of General Affairs Department</p> <p>July 2020 Senior Executive Officer and General Manager of General Affairs Department, and General Manager of Personnel Department</p> <p>June 2021 Managing Executive Officer and General Manager of General Affairs Department, and General Manager of Personnel Department</p> <p>June 2022 Director, Managing Executive Officer and General Manager of General Affairs Department, and General Manager of Personnel Department</p> <p>Nov. 2022 Director, Managing Executive Officer and General Manager of General Affairs Department</p> <p>June 2023 Director and Managing Executive Officer of the Company (present position)</p> <p>(Current responsibilities)</p> <p>In charge of General Affairs Department, the Personnel Department, Accounting Department, DX Promotion Office</p>	10,311 shares
<p>Reasons for nomination as a candidate for Director who is an Audit & Supervisory Committee Member:</p> <p>Yasuyuki Nakatsuka has accumulated a wealth of business experience and achievements in purchasing departments, and personnel departments and purchasing departments since joining the Company. In addition, he has been responsible for management as Director and Managing Executive Officer of the Company since June 2022. The Company proposes his new election as a candidate for Director who is an Audit & Supervisory Committee Member so that he can reflect his experience and broad insights in the audits of the Company.</p>			

No.	Name (Date of birth)	Career summary, position, and responsibilities (Significant concurrent positions outside the Company)	Number of the Company's shares owned
2	Koji Yamamoto (December 28, 1954)	<p>Apr. 1983 Lecturer of the School of Business, University of Kagawa</p> <p>Jan. 1996 Professor of the School of Economics (Graduate School of Economics), Osaka Prefecture University (now: Osaka Metropolitan University)</p> <p>Apr. 2010 Head of the School of Economics, Osaka Prefecture University</p> <p>Apr. 2012 Vice-President, Osaka Prefecture University College of Sustainable System Sciences and Head of the School of Management (Professor of the Graduate School of Economics, Osaka Prefecture University)</p> <p>June 2012 Special Vice-President of Osaka Prefecture University</p> <p>June 2014 Audit & Supervisory Board Member of the Company</p> <p>July 2015 Osaka Prefecture Audit Commission member</p> <p>Mar. 2017 Professor Emeritus of Osaka Prefecture University (present position)</p> <p>Apr. 2017 Professor of the Faculty of Business Administration, Osaka Gakuin University (present position)</p> <p>June 2019 Director (Audit & Supervisory Committee Member) of the Company (present position)</p> <p>June 2022 Outside Director (Audit & Supervisory Committee Member) of F&M CO., LTD. (present position)</p> <p>Oct. 2022 Dean of the Faculty of Business Administration, Osaka Gakuin University (present position)</p> <p>Oct. 2022 Representative Audit Commission member of Osaka Prefecture</p> <p>[Significant concurrent positions outside the Company] Professor, Faculty of Business Administration, Osaka Gakuin University; Dean, Faculty of Business Administration, Osaka Gakuin University Outside Director (Audit & Supervisory Committee Member) of F&M CO., LTD.</p>	0 shares
<p>Reasons for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member and overview of expected roles:</p> <p>The Company proposes the reelection of Koji Yamamoto as a candidate for Outside Director who is an Audit & Supervisory Committee Member so that he can utilize his professional knowledge and wealth of experience relating to accounting as a longstanding university professor in the management of the Company. He does not have experience of being involved in the management of companies in ways other than as an Outside Director or an Outside Audit & Supervisory Board Member in the past, but we made the judgment that he can appropriately perform his duties as Outside Director who is an Audit & Supervisory Committee Member based on the above reasons.</p> <p>Period in office as Outside Director of the Company:</p> <p>Koji Yamamoto will have been in office as Outside Director who is an Audit & Supervisory Committee Member for six (6) years at the conclusion of this meeting. In addition, Koji Yamamoto served as Outside Audit & Supervisory Board Member of the Company for five (5) years from June 2014 to June 2019.</p>			

No.	Name (Date of birth)	Career summary, position, and responsibilities (Significant concurrent positions outside the Company)	Number of the Company's shares owned
3	Mamiko Ozaki (January 30, 1955)	<p>Apr. 1999 Associate Professor of Department of Applied Biology, Faculty of Textile Science, Kyoto Institute of Technology</p> <p>Apr. 2006 Professor of Department of Biology, Faculty of Science, Kobe University</p> <p>Apr. 2007 Professor of Department of Biology, Graduate School of Science, Kobe University</p> <p>Jan. 2016 Chair of Japanese Society for Comparative Physiology and Biochemistry</p> <p>June 2016 Director of the Company</p> <p>June 2019 Director (Audit & Supervisory Committee Member) of the Company (present position)</p> <p>Apr. 2020 Professor Emeritus of Kobe University (present position)</p> <p>Apr. 2020 Invited Professor of Department of Chemical Science & Engineering, Kobe University (present position)</p> <p>Apr. 2020 Invited Professor of RIKEN Center for Biosystems Dynamics Research</p> <p>Dec. 2023 President of Scent Fest Co., LTD. (present position)</p> <p>[Significant concurrent positions outside the Company]</p> <p>Invited Professor of Department of Chemical Science & Engineering, Kobe University</p> <p>President of Scent Fest Co., LTD.</p>	0 shares
<p>Reasons for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member and overview of expected roles:</p> <p>Mamiko Ozaki has been active over many years as a technical researcher. Moreover, she is the first woman to serve as the Chair of Japanese Society for Comparative Physiology and Biochemistry. The Company proposes her reelection as a candidate for Outside Director who is an Audit & Supervisory Committee Member with the expectation that she will use the professional insights and wealth of experience she has cultivated in the management of the Company.</p> <p>Period in office as Outside Director of the Company:</p> <p>Mamiko Ozaki will have been in office as Outside Director who is an Audit & Supervisory Committee Member for six (6) years at the conclusion of this meeting. In addition, Mamiko Ozaki served as Outside Director of the Company for three (3) years from June 2016 to June 2019.</p>			

No.	Name (Date of birth)	Career summary, position, and responsibilities (Significant concurrent positions outside the Company)	Number of the Company's shares owned
4	Tsuyoshi Inoue (May 27, 1960)	<p>Apr. 1986 Joined Sumitomo Electric Industries, Ltd.</p> <p>Sep. 2000 Joined DAIICHI KIGENSO KAGAKU KOGYO CO., LTD.</p> <p>Mar. 2005 General Manager of Equipment Department, DAIICHI KIGENSO KAGAKU KOGYO CO., LTD.</p> <p>June 2007 Director and General Manager of Equipment Department, DAIICHI KIGENSO KAGAKU KOGYO CO., LTD.</p> <p>June 2008 Director and General Manager of Planning Office, DAIICHI KIGENSO KAGAKU KOGYO CO., LTD.</p> <p>Mar. 2010 Senior Managing Director, DAIICHI KIGENSO KAGAKU KOGYO CO., LTD.</p> <p>June 2010 President of DAIICHI KIGENSO KAGAKU KOGYO CO., LTD.</p> <p>June 2020 Representative Director, President, and Executive Officer of DAIICHI KIGENSO KAGAKU KOGYO CO., LTD.</p> <p>June 2022 Director and Advisor, DAIICHI KIGENSO KAGAKU KOGYO CO., LTD.</p> <p>June 2023 Director (Audit & Supervisory Committee Member) of the Company (present position)</p> <p>June 2024 Advisor, DAIICHI KIGENSO KAGAKU KOGYO CO., LTD. (present position)</p>	0 shares
<p>Reasons for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member and overview of expected roles:</p> <p>The Company proposes the reelection of Tsuyoshi Inoue as a candidate for Outside Director who is an Audit & Supervisory Committee Member with the expectation that he will utilize his wealth of experience and broad insights for the management as an executive in the audits of the Company.</p> <p>Period in office as Outside Director of the Company:</p> <p>Tsuyoshi Inoue will have been in office as Outside Director who is an Audit & Supervisory Committee Member for two (2) years at the conclusion of this meeting.</p>			
5	Reiko Kojima (March 8, 1978)	<p>Oct. 2002 Registered as a lawyer and joined Yodoyabashi Godo Legal Professional Corporation (now: Yodoyabashi & Yamagami Legal Professional Corporation) (present position)</p> <p>[Significant concurrent positions outside the Company]</p> <p>Lawyer of Yodoyabashi & Yamagami Legal Professional Corporation</p>	0 shares
<p>Reasons for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member and overview of expected roles:</p> <p>Reiko Kojima is well-versed in corporate legal affairs as a lawyer. The Company proposes her election as a candidate for Outside Director who is an Audit & Supervisory Committee Member with the expectation that she will use the professional insights and wealth of experience she has cultivated in the management of the Company. She does not have experience of being involved in the management of companies in ways other than as Outside Director or Outside Audit & Supervisory Board Member in the past, but we have made the judgment that she can appropriately perform her duties as Outside Director who is an Audit & Supervisory Committee Member based on the above reasons.</p>			

Notes: 1. Tsuyoshi Inoue is an Advisor of DAIICHI KIGENSO KAGAKU KOGYO CO., LTD., with which the Company has a business relationship, including sales of zirconium sulfate. In addition, Reiko Kojima is a lawyer belonging to the Yodoyabashi & Yamagami Legal Professional Corporation, with which the Company has entered into an advisory contract. While Reiko Kojima uses the name Reiko Kojima in her professional capacity, her name in the family register is Reiko Okuda. There is no special interest between other candidates and the Company.

2. Among the candidates, Koji Yamamoto, Mamiko Ozaki, Tsuyoshi Inoue and Reiko Kojima are candidates for Outside Director. Moreover, the Company has notified the Tokyo Stock Exchange that Koji Yamamoto, Mamiko Ozaki and Tsuyoshi Inoue are Independent Officers. The Company plans to notify the stock exchange concerning the appointment of Koji Yamamoto, Mamiko Ozaki and Tsuyoshi Inoue as Independent Officers to continue and the new appointment of Reiko Kojima as an Independent Officer.
3. The Company has entered into agreements with Koji Yamamoto, Mamiko Ozaki and Tsuyoshi Inoue to limit their liability for damages under Article 423, paragraph (1) of the Companies Act, and limited the maximum amount of their liability for damages based on said agreement to the minimum liability amount stipulated in Article 425, paragraph (1) of the Act if they have acted in good faith and without gross negligence in the performance of their duties. If the election of Koji Yamamoto, Mamiko Ozaki and Tsuyoshi Inoue is approved, the Company plans to continue this limited liability agreement with them.
4. If Reiko Kojima election is approved, the Company plans to enter into agreements with her to limit her liability for damages under Article 423, paragraph (1) of the Companies Act, and limit the maximum amount of her liability for damages based on said agreement to the minimum liability amount stipulated in Article 425, paragraph (1) of the Act if she has acted in good faith and without gross negligence in the performance of her duties.
5. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph 1 of the Companies Act with an insurance company. The insurance policy includes the Directors who are Audit and Supervisory Committee Members of the Company as the insureds. The insurance policy covers losses that may arise from an insured's assumption of liability incurred in the course of the performance of their duties, or receipt of claims pertaining to the pursuit of such liability. If the election of the candidates for Director who is an Audit and Supervisory Committee Member is approved, they will be included in the insureds of this insurance policy. In addition, when the insurance policy is renewed, the Company plans to renew the policy with the same terms.

(Reference) Skill Matrix for Directors [To be scheduled after the General Meeting of Shareholders]

Provided the selection of executive officers and officers is approved at the Board of Directors meeting scheduled to be held following the resolution of Proposal No. 1, Proposal No. 2 and the conclusion of the 159th General Meeting of Shareholders, the composition of the Board of Directors and the Audit & Supervisory Committee, as well as the fields in which we expect their members to utilize their experience, knowledge, and expertise, are as follows.

Position, Etc.	Name	Outside Independent	Experience / Knowledge / Expertise							
			Corporate Management	Legal/ Risk Management	Finance / Accounting	Manufacturing Technology / Research and Development	Sales	Personnel / Labor	Overseas Experience	Environmental Society
Director and President and Executive Officer	Shunji Idei		○			○	○			
Director and Managing Executive Officer	Tamataro Iwasaki		○			○	○	○		○
Director and Managing Executive Officer	Yoshihiro Murata		○				○			
Director and Senior Executive Officer	Hiroshi Nakamura			○	○			○		○
Director and Full-time Audit & Supervisory Committee Member	Yasuyuki Nakatsuka			○	○			○		○
Director and Audit & Supervisory Committee Member	Koji Yamamoto	Outside Independent	○		○					
Director and Audit & Supervisory Committee Member	Mamiko Ozaki	Outside Independent				○			○	○
Director and Audit & Supervisory Committee Member	Tsuyoshi Inoue	Outside Independent	○			○				○
Director and Audit & Supervisory Committee Member	Reiko Kojima	Outside Independent		○				○		○