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(Stock Exchange Code 6958)

June 5, 2025

(Start date of measures for electronic provision: June 2, 2025)

To Shareholders with Voting Rights:

Yoshiaki Ishizaka
President
CMK Corporation
6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo

**NOTICE OF
THE 65TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

You are cordially invited to attend the 65th Annual General Meeting of Shareholders of CMK Corporation (the “Company”). The meeting will be held for the purposes 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 electronic provision are to be taken) in electronic format, and posts this information on the following websites. Please access either of the following websites using the internet addresses shown below to review the information.

[Company website] <https://www.cmk-corp.com/ir/stock/meeting.html> (in Japanese)

[Website containing materials of General Meetings of Shareholders] <https://d.sokai.jp/6958/teiji/> (in Japanese)

In addition to the abovementioned websites, said items subject to measures for electronic provision are also posted on the website of the Tokyo Stock Exchange (TSE), which can be accessed at the following address.

[Tokyo Stock Exchange 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 “CMK Corporation” in “Issue name (company name)” or the Company’s securities code “6958” 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 unable to attend the meeting, you can exercise your voting rights in writing (by post) or via the Internet. Please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:10 p.m. on Tuesday, June 24, 2025, Japan time.

1. **Date and Time:** Wednesday, June 25, 2025 at 10:00 a.m. Japan time
2. **Place:** Conference A, Nomura Conference Plaza Shinjuku
located at 2nd Floor, Shinjuku Nomura Building, 1-26-2 Nishi-Shinjuku,
Shinjuku-ku, Tokyo
3. **Meeting Agenda:**
Matters to be reported:
 1. The Business Report, Consolidated Financial Statements for the Company’s 65th Fiscal Year (April 1, 2024 - March 31, 2025) 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 65th Fiscal Year (April 1, 2024 - March 31, 2025)

Proposals to be resolved:

- | | |
|--------------------|--|
| Proposal 1: | Appropriation of Surplus |
| Proposal 2: | Election of Nine (9) Directors |
| Proposal 3: | Election of Two (2) Corporate Auditor |
| Proposal 4: | Election of One (1) Substitute Corporate Auditor |

4. **Matters Decided in Connection with this Convocation (Exercise of Voting Rights)**
 - (1) If neither approval nor disapproval of a proposal is indicated on the Voting Rights Exercise Form when exercising your voting rights in writing (by post), it shall be deemed a vote of approval for the Company proposal.
 - (2) If you exercise your voting rights multiple times via the Internet, only the final vote exercised shall be deemed as valid.
 - (3) If you exercise your voting rights via the Internet and in writing (by post), the voting right exercised via the Internet shall be deemed as the valid vote, regardless of the time of arrival.

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- When attending the meeting, please submit the enclosed Voting Rights Exercise Form sent out with this Convocation Notice at the reception desk.
 - Any changes to the items subject to measures for electronic provision will be published on the abovementioned websites, with details before and after said changes.
 - For this general meeting of shareholders, the paper based documents stating the items subject to measures for electronic provision will be provided to all shareholders regardless of whether they have made a request for delivery of such documents. Of the items subject to measures for electronic provision, the following matters are not included in written materials sent in accordance with laws and regulations, as well as Article 16 of the Company’s Articles of Incorporation.
 - (1) Consolidated Statement of Changes in Net Assets (2) Notes to Consolidated Financial Statements (3) Non-consolidated Statement of Changes in Net Assets (4) Notes to Non-consolidated Financial Statements

Accordingly, this document is a part of the consolidated financial statements or financial statements audited by the corporate auditors and the accounting auditors at the time of preparation of the audit report.

- There will be no gifts provided to shareholders attending the General Meeting of Shareholders.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The appropriation of surplus is proposed as follows.

Matters concerning the year-end dividend:

The Company considers the return of profits to shareholders as one of its most important measures. The Company's basic policy is to implement the stable and continued payment of dividends targeting a consolidated dividend payout ratio of around 30%, while securing the necessary internal reserves for strengthening the management structure and future business development, as well as taking into consideration matters such as business performance and financial status.

Based on this policy, the Company proposes a year-end dividend for the fiscal year under review of 20 yen per share, as follows.

- (1) Type of dividend property
Cash
- (2) Matters concerning the allotment of dividend property to shareholders and the total amount thereof
20yen per share of common stock of the Company
Total amount: 1,425,037,620 yen
- (3) Effective date of distribution of surplus
June 26, 2025

Proposal 2: Election of Nine (9) Directors

The terms of office of all nine (9) Directors will expire at the conclusion of the General Meeting of Shareholders. Accordingly, the election of nine (9) Directors is proposed.

The candidates for Directors are as follows:

No.		Name	Current positions and responsibilities in the Company	Attendance at Board of Directors meetings
1	Reappointment Male	Isao Osawa	Chairman	100% (17/17)
2	Reappointment Male	Yoshiaki Ishizaka	President	100% (17/17)
3	Reappointment Male	Kunihiko Tedo	Director and Executive Officer In charge of Accounting and Information Systems	94% (16/17)
4	Reappointment Male	Yoshihisa Yamaguchi	Director and Executive Officer In charge of Corporate Planning and CMK Products Corporation	100% (17/17)
5	Reappointment Male	Kazuto Ono	Director and Executive Officer In charge of Corporate (Human Resources and General Administration, Internal Control, CSR and Legal Affairs)	100% (17/17)
6	Reappointment Male	Satoru Takahashi	Director and Executive Officer In charge of Global Production, Production Technology, Development Technology General Manager of Production Division of the Company	100% (14/14)
7	Reappointment Outside Independent Female	Rika Sato	Outside Director	100% (17/17)
8	Reappointment Outside Independent Male	Shoshiro Taneichi	Outside Director	100% (17/17)
9	Reappointment Outside Independent Male	Yosuke Tomoi	—	—

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	Isao Osawa (April 29, 1958) Reappointment	September 1989 Joined CMK Kanbara Electronics Corporation August 1992 Joined Kuwabara Electric Corporation October 2014 Joined the Company Deputy General Manager of Domestic Operations Head Office and Kanbara Manufacturing Operation of the Company December 2014 General Manager of Domestic Operations Head Office and Quality Assurance Department of the Company February 2015 Executive Officer of the Company General Manager of Domestic Operations Head Office of the Company April 2016 In charge of Production of the Company June 2016 Director and Executive Officer of the Company April 2018 President of the Company January 2020 Chief Executive Officer of the Company June 2024 Chairman of the Company (current position) [Significant concurrent positions] Chairman of the Foundation for Technology Promotion of Electronic Circuit Board	21,032
[Reason for selection of the candidate for Director] Mr. Isao Osawa has steadily driven improvements in productivity and demonstrated leadership in profitability improvement since he was appointed as the Company's President in 2018. He has served as Chairman of the Company since 2024. The Company has determined that he can appropriately improve corporate value through his ample experience and insight, and therefore continues to propose to elect him as Director.			
2	Yoshiaki Ishizaka (December 3, 1965) Reappointment	April 1988 Joined the Company December 2005 General Manager of Department III of East Japan Region Sales Division of the Company January 2015 Senior General Manager of East Japan Region Sales Division of the Company April 2017 Executive Officer of the Company Chairman and President of CMKC (HK) LIMITED Chairman and President of CMKC (SHENZHEN), LTD. April 2018 Senior General Manager of West Japan Region Sales Division of the Company October 2018 Senior General Manager of Sales Promotion Division of the Company June 2019 Chief Marketing Officer of the Company June 2021 Director and Executive Officer of the Company February 2022 In charge of Procurement of the Company April 2022 In charge of Sales of the Company December 2023 Managing Director and COO of the Company June 2024 President of the Company(current position)	13,831
[Reason for selection of the candidate for Director] Mr. Yoshiaki Ishizaka has ample experience and achievements such as his involvement mainly in the sales division since joining the Company, and overseeing the Group's sales and procurement divisions as Director and Executive Officer from 2021. He is currently at the helm of the Company's management as President and demonstrated leadership in further profitability improvement. The Company has determined that he can appropriately improve corporate value and therefore continues to propose to elect him as Director.			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	Kunihiko Tedo (January 1, 1957) Reappointment	<p>April 1980 Joined Canon Inc.</p> <p>January 1998 General Manager of F&A of Canon Europa N.V.</p> <p>January 2000 Assistant CFO & Consumer BU Business Controller of Canon Europe Ltd.</p> <p>July 2007 General Manager of Accounting Department of Office Imaging Products Division of Canon Inc.</p> <p>December 2009 SVP & CFO and Treasurer of Canon USA, Inc.</p> <p>October 2012 SVP & CFO and Treasurer of Canon USA, Inc.</p> <p>April 2016 President & CEO of Canon Financial Services, Inc.</p> <p>April 2016 Outside Audit & Supervisory Board Member of Canon Marketing Japan Inc.</p> <p>April 2020 Joined the Company, Advisor</p> <p>February 2021 Special Appointive Officer to President</p> <p>April 2021 Executive Officer of the Company</p> <p>June 2021 Director and Executive Officer of the Company (current position)</p> <p>April 2024 In charge of Information Systems of the Company (current position)</p> <p>August 2024 In charge of Accounting of the Company (current position)</p>	8,416
<p>[Reason for selection of the candidate for Director]</p> <p>Mr. Kunihiko Tedo has ample experience and achievements in the field of business structural reforms through his many years of involvement in accounting in his previous position and his career in important positions in overseas affiliated companies. As Director and Executive Officer, he is currently committed to strengthening our base in accounting and financing, and promoting projects including information systems. The Company has determined that he is qualified to contribute to the improvement of corporate value and therefore continues to propose to elect him as Director.</p>			
4	Yoshihisa Yamaguchi (April 3, 1968) Reappointment	<p>April 1991 Joined the Company</p> <p>July 2004 General Manager of Corporate Planning Department of the Company</p> <p>January 2011 Director of CMK CORPORATION (THAILAND) CO., LTD.</p> <p>March 2013 General Manager in charge of Electronic Devices Business</p> <p>March 2019 General Manager in charge of Electronic Devices Business Department of the Company</p> <p>March 2019 General Manager of Accounting Department of Administration Office of the Company</p> <p>August 2019 Executive Officer of the Company</p> <p>April 2021 In charge of Accounting of the Company</p> <p>June 2021 Director and Executive Officer of the Company (current position)</p> <p>July 2022 In charge of CMK Products Corporation(current position)</p> <p>July 2024 In charge of Corporate Planning of the Company (current position)</p> <p>February 2025 General Manager of Corporate Planning Department of the Company</p>	8,416
<p>[Reason for selection of the candidate for Director]</p> <p>Mr. Yoshihisa Yamaguchi has ample experience and achievements through his practical work, mainly through his involvement in the planning and accounting departments since joining the Company. He is currently demonstrating leadership to promote business structural reforms and the Medium-term Management Plan as Director and Executive Officer. The Company has determined that he is qualified to contribute to the improvement of corporate value and therefore continues to propose to elect him as Director.</p>			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	Kazuto Ono (July 20, 1957) Reappointment	<p>April 1980 Joined Canon Inc.</p> <p>July 1987 Seconded to New York Headquarters of Canon U.S.A., Inc.</p> <p>April 2003 Unit Executive of Human Resources Unit of Human Resources Management & Organization Headquarters of Canon Inc.</p> <p>April 2012 Executive Officer and Group Executive of Human Resources Management & Organization Headquarters of Canon Inc.</p> <p>March 2013 Director and Group Executive of Human Resources Management & Organization Headquarters of Canon Inc.</p> <p>March 2014 Director and Group Executive of Planning Headquarters of Canon Inc.</p> <p>March 2015 Audit & Supervisory Board Member (full-time) of Canon Inc.</p> <p>November 2019 Senior Managing Director of Japan Audit & Supervisory Board Members Association</p> <p>February 2022 Joined the Company, Advisor</p> <p>April 2022 Executive Officer of the Company In charge of Personnel System Reform In charge of Compliance of the Company</p> <p>June 2022 Director and Executive Officer of the Company (current position)</p> <p>July 2022 In charge of Internal Control and CSR of the Company</p> <p>December 2022 In charge of Legal Affairs of the Company</p> <p>April 2024 In charge of Human Resources and General Administration of the Company</p> <p>April 2025 In charge of Corporate (Human Resources and General Administration, Internal Control, CSR and Legal Affairs) of the Company (current position)</p>	8,416
<p>[Reason for selection of the candidate for Director]</p> <p>Mr. Ono Kazuto has ample experience and achievements in reforming personnel systems through his many years of involvement in human resources and general administration in his previous employment. In addition, he served in important positions of the Japan Audit & Supervisory Board Members Association, and has excellent insight regarding compliance. As Director and Executive Officer, he is currently committed to formulating measures for personnel system reform, etc. and As Director and Executive Officer, he is currently committed to promoting operations related to human resources and general administration including formulating measures for personnel system reform and to promoting compliance. The Company has determined that he is qualified to contribute to the improvement of corporate value and therefore continues to propose to elect him as Director.</p>			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
6	Satoru Takahashi (March 18, 1966) Reappointment	April 1984	Joined the Company	1,700
		December 2011	Chairman and President of CMK ELECTRONICS (WUXI) CO.,LTD.	
		April 2016	General Manager of Operations Head Office of the Company	
		April 2021	Executive Officer of the Company	
		October 2022	General Manager of Production Division of the Company	
			General Manager of Thailand 3rd Factory Establishment Office	
		April 2023	CMK CORPORATION (THAILAND)CO., LTD. Managing Director	
			CMK CORPORATION (THAILAND)CO., LTD. Chairman	
		April 2024	In charge of Production of the Company	
		June 2024	Director and Executive Officer of the Company (current position)	
July 2024	In charge of Global Production of the Company (current position)			
November 2024	In charge of Development Technology of the Company (current position)			
	General Manager of Operations Head Office of the Company(current position)			
April 2025	In charge of Production Technology of the Company (current position)			
[Reason for selection of the candidate for Director] Mr. Satoru Takahashi has ample experience and achievements through his practical work, mainly through his involvement in the engineering and manufacturing divisions including overseas plants since joining the Company. He currently serves as Director and Executive Officer, making efforts to improve profitability of overseas affiliates and domestic plants, and also striving to strengthen the Group’s development technology and production technology systems. The Company has determined that he is qualified to contribute to the improvement of corporate value and therefore continues to propose to elect him as Director.				

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
7	Rika Sato (August 15, 1962) Reappointment Outside Independent	<p>April 1992 Registered as an attorney (Tokyo Bar Association)</p> <p>December 1998 Registered as an attorney in the New York State</p> <p>June 2000 Joined Asahi & Koma Law Office (current Nishimura & Asahi)</p> <p>January 2003 Partner, Asahi & Koma Law Office</p> <p>June 2007 Joined the foreign law joint enterprise Jones Day</p> <p>Partner, Jones Day</p> <p>May 2015 External Audit & Supervisory Board Member, Dexerials Corporation</p> <p>January 2016 Founded Ota & Sato</p> <p>Partner, Ota & Sato</p> <p>June 2018 Outside Director of the Company (current position)</p> <p>June 2019 Outside Director, Dexerials Corporation</p> <p>July 2019 Founded Sato & Partners</p> <p>Representative, Sato & Partners (current position)</p> <p>November 2019 Examiner for the Bar Examination and Examiner for the Preliminary Bar Examination (in charge of Code of Civil Procedure)</p> <p>June 2021 Outside Director, Audit and Supervisory Committee Member of Dexerials Corporation (current position)</p> <p>June 2022 External Director of NIHON PLAST CO., LTD. (current position)</p> <p>[Significant concurrent positions]</p> <p>Representative, Sato & Partners</p> <p>External Director of NIHON PLAST CO., LTD.</p>	0
<p>[Reason for selection of the candidate for Outside Director and outline of expected role]</p> <p>Ms. Rika Sato has provided appropriate advice to the Company's management and supervision from her independent position by providing useful advice on management based on her specialist knowledge and experience as a lawyer and made appropriate remarks in the Board of Directors. Although she has never been involved in the management of a company other than as an Outside Director, the Company has determined that she can appropriately perform her duties as an Outside Director for the aforementioned reasons, and the Company expects her to contribute to the improvement of objectivity and transparency of the Nomination and Remuneration Advisory Committee, with the aim of continuously improving the Group's corporate value, and therefore continues to propose to elect her as Director.</p>			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
8	Shoshiro Taneichi (July 29, 1953) Reappointment Outside Independent	April 1979	Joined Toray Industries, Inc.	0
		June 2002	General Manager, Electronics and Information Materials Sales Division of Toray Industries, Inc.	
		June 2006	Advisor, Head of the Electronics and Information Materials Research Center of Toray Industries, Inc.	
		May 2009	Advisor, in charge of the Electronics and Information Materials Division (Technology and Production) of Toray Industries, Inc.	
		June 2011	Executive Director, in charge of the Environment and Amenity Products Division (Technology and Production), General Manager, Shiga Plant of Toray Industries, Inc.	
		June 2012	Executive Director, General Manager, Shiga Plant of Toray Industries, Inc.	
		June 2016	Corporate Auditor of Toray Industries, Inc.	
		June 2020	Executive Director of Toray Industries, Inc., Chairman of Greenerity GmbH	
		June 2023	Outside Director of the Company (current position)	
[Reason for selection of the candidate for Outside Director and outline of expected role] Mr. Shoshiro Taneichi has been providing useful advice on the Company’s management, and supervision from an independent standpoint, by utilizing his extensive experience in key management positions at his previous position, including experience as an auditor and by making comments as appropriate at meetings of the Board of Directors. He is expected to provide advice from a management perspective and contribute to the improvement of objectivity and transparency of the Nomination and Remuneration Advisory Committee, with the aim of continuously improving the Group’s corporate value, and therefore continues to propose to elect him as Director.				

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
9	Yosuke Tomoi (January 12, 1956) New appointment Outside Independent	<p>April 1980 Joined NIHON NOYAKU CO., LTD.</p> <p>August 1995 General Manager of New York Office of NIHON NOYAKU CO., LTD.</p> <p>December 2006 Executive Officer and General Manager of Corporate Planning Department of Corporate Office Division of NIHON NOYAKU CO., LTD.</p> <p>December 2007 Director and Executive Officer, and General Manager of Corporate Office Division of NIHON NOYAKU CO., LTD.</p> <p>December 2009 Director and Executive Officer, and Deputy Division Manager of Sales Division of NIHON NOYAKU CO., LTD.</p> <p>December 2011 Director and Managing Executive Officer, and General Manager of Corporate Office Division of NIHON NOYAKU CO., LTD.</p> <p>December 2014 Director and Senior Managing Executive Officer, and General Manager of Corporate Office Division of NIHON NOYAKU CO., LTD.</p> <p>December 2015 Representative Director and President of NIHON NOYAKU CO., LTD.</p> <p>June 2022 Director and Chairman of NIHON NOYAKU CO., LTD. (current position)</p> <p>[Significant concurrent positions] Director and Chairman of NIHON NOYAKU CO., LTD.</p>	0
<p>[Reason for selection of the candidate for Outside Director and outline of expected role] Mr. Yosuke Tomoi has many years of experience in an operating company and ample experience and extensive knowledge cultivated as Representative Director. The Company has determined that he can appropriately contribute to improving corporate value by providing useful advice on management of the company and supervision from an independent position, and therefore proposes to elect him as Director.</p>			

(Notes) 1. There are no special interests between each candidate for Director and the Company.

- Ms. Rika Sato, Mr. Shoshiro Taneichi, and Mr. Yosuke Tomoi are candidates for Outside Director. The terms of office of Ms. Rika Sato and Mr. Shoshiro Taneichi as Outside Director will be seven (7) years and two (2) years, respectively, at the conclusion of this Annual General Meeting of Shareholders.
- The Company has submitted notification that Ms. Rika Sato and Mr. Shoshiro Taneichi have been designated as Independent Directors/Auditors as stipulated by the Tokyo Stock Exchange. If Ms. Rika Sato and Mr. Shoshiro Taneichi are re-elected as Outside Directors, the Company intends to submit notification concerning their continuing appointment as Independent Directors. Further, Mr. Yosuke Tomoi meets the requirements for Independent Director/Auditor stipulated by the Tokyo Stock Exchange. If he is elected as Outside Director, the Company intends to submit notification concerning his appointment as Independent Directors.
- Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company has concluded a liability limitation agreement with Ms. Rika Sato and Mr. Shoshiro Taneichi to limit the liability under Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement is the amount stipulated by laws and regulations. If the reelection of Ms. Rika Sato and Mr. Shoshiro Taneichi is approved, the Company plans to continue the same agreement with them. In addition, if the election of Mr. Yosuke Tomoi is approved, the Company plans to enter into the aforementioned agreement with him.
- The Company has entered into a directors and officers liability insurance agreement as provided for in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company, naming the Company's Directors as the insured parties. The said insurance covers damages that may arise from the insured parties assuming responsibility. All candidates for Director will be insured under the said insurance agreement if they are elected as Director.

Proposal3: Election of two (2) Corporate Auditors

The terms of office of Corporate Auditors Mr. Akihiro Okabe and Mr. Masaki Ashibe will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of two (2) Corporate Auditors.

The candidates for Corporate Auditors are as follows:

The Board of Corporate Auditors has previously given its approval to this proposal.

No.		Name	Current positions and responsibilities in the Company	Attendance at Board of Directors meetings	Attendance at Board of Corporate Auditors meetings
1	Reappointment Male	Akihiro Okabe	Full-time Corporate Auditor	100% (17/17)	100% (14/14)
2	Reappointment Outside Independent Male	Masaki Ashibe	Outside Corporate Auditor	100% (17/17)	100% (14/14)

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
1	Akihiro Okabe (June 1, 1963) Reappointment	April 1984 June 2003	Joined the Company Director of Japan SIC Corporation (current CMK PRODUCTS CORPORATION)	6,810
		December 2010 December 2011 April 2015 December 2019 December 2019 July 2020 June 2021	General Manager of Accounting Department of the Company Director of Yamanashi Sanko Co., Ltd. General Manager of Administration Department of the Company Chairman of CMKC (HK) LIMITED Chairman of CMKC (SHENZHEN), LTD. Chairman of CMKC (DONG GUAN) LTD. Full-time Corporate Auditor of the Company (current position)	
[Reason for selection of the candidate for Corporate Auditor] Mr. Akihiro Okabe has considerable knowledge of finance and accounting through his involvement in accounting since joining the Company. He also has ample experience such as having served in a managerial position in the Administration Department and as an officer of subsidiaries, and has served as full-time Corporate Auditor since 2021. The Company proposes to continue to elect him as Corporate Auditor to utilize this experience and knowledge and insight to strengthen the Company’s auditing system.				
2	Masaki Ashibe (July 30, 1957) Reappointment Outside Independent	April 1981 April 2010 May 2013	Joined The Sumitomo Bank, Limited Executive Officer of Sumitomo Mitsui Banking Corporation Representative Director and President of SMBC Guarantee Co., Ltd.	0
		June 2018 April 2020 June 2021	Representative Director and Senior Managing Executive Officer of Ginsen Co., Ltd. Representative Director, Vice President and Executive Officer of Ginsen Co., Ltd. Outside Corporate Auditor of the Company (current position)	
[Reason for selection of the candidate for Outside Corporate Auditor] Mr. Masaki Ashibe utilizes his extensive experience and wide-ranging insight obtained through his many years of experience at financial institutions and as a Representative Director to appropriately execute his duties as an Outside Corporate Auditor of the Company, and the Company proposes to continue to elect him as Corporate Auditor.				

(Notes) 1. There are no special interests between each candidate for Corporate Auditor and the Company.

2. Mr. Masaki Ashibe is candidates for Corporate Auditor. The terms of office of Mr. Masaki Ashibe as Outside Corporate Auditor will be four (4) years, at the conclusion of this Annual General Meeting of Shareholders.
3. The Company has submitted notification that Mr. Masaki Ashibe has been designated as Independent Directors/Auditors as stipulated by the Tokyo Stock Exchange. If Mr. Masaki Ashibe is re-elected as Outside Corporate Auditor, the Company intends to submit notification concerning their continuing appointment as Independent Directors.
4. Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company has concluded a liability limitation agreement with Mr. Akihiro Okabe and Mr. Masaki Ashibe to limit the liability under Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement is the amount stipulated by laws and regulations. If the reelection of Mr. Akihiro Okabe and Mr. Masaki Ashibe is approved, the Company plans to continue the same agreement with them.
5. The Company has entered into a directors and officers liability insurance agreement with an insurance company as provided for in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company, naming the Company's Corporate Auditor as the insured parties. The said insurance covers damages that may arise from the insured parties assuming responsibility. All candidates for Corporate Auditor will be insured under the said insurance agreement if they are elected as Corporate Auditor.

Proposal 4: Election of One (1) Substitute Corporate Auditor

In order to fill a deficiency in the number of Corporate Auditors stipulated under laws and regulations, the election of one (1) Substitute Corporate Auditor is proposed. The effective period of the term of office of the Substitute Corporate Auditor is from the conclusion of this General Meeting to the time of the next Annual General Meeting of Shareholders.

The candidates for Corporate Auditors are as follows.

The Board of Corporate Auditors has previously given its approval to this proposal.

Name (Date of birth)	Past experience, positions, and significant concurrent positions	Number of shares of the Company held
Yukako Oshimi (August 11, 1976)	<p>October 2002 Registered as an attorney (Dai-Ichi Tokyo Bar Association) Joined Nagashima Ohno & Tsunematsu</p> <p>April 2011 Seconded to Ricoh Company, Ltd.</p> <p>September 2014 Joined Shibata, Suzuki & Nakada Partner, Shibata, Suzuki & Nakada (current position)</p> <p>June 2015 Outside Corporate Auditor of JP-Holdings Inc.</p> <p>March 2019 Outside Corporate Auditor of FUJI SOFT INCORPORATED (current position)</p> <p>June 2019 Outside Corporate Auditor of KUREHA CORPORATION</p> <p>December 2020 Outside Corporate Auditor of the Company</p> <p>November 2021 Supervisory Director of ORIX JREIT Inc. (current position)</p> <p>January 2022 Outside Audit & Supervisory Board Member of Prored Partners Co., Ltd.</p> <p>January 2024 Outside Director, Audit and Supervisory Committee Member of Prored Partners Co., Ltd. (current position)</p> <p>[Significant concurrent positions] Partner, Shibata, Suzuki & Nakada Supervisory Director of ORIX JREIT Inc. Outside Director, Audit and Supervisory Committee of Prored Partners Co., Ltd.</p>	0
<p>[Reason for selection of the candidate for Substitute Outside Corporate Auditor] The Company proposes election of Ms. Yukako Oshimi in order to utilize her professional knowledge and experience as an attorney as well as strengthen the auditing system of the Company from her objective standpoint. While she has not had previous involvement with corporate management except for being an Outside Officer, it has been determined that she can appropriately carry out her duties as Outside Corporate Auditor for the above reasons.</p>		

- (Notes) 1. There are no special interests between each candidate for Substitute Corporate Auditor and the Company.
2. The Company elects Ms. Yukako Oshimi as Substitute Outside Corporate Auditor. She meets the requirements for Independent Director/Auditor stipulated by the Tokyo Stock Exchange.
3. Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has concluded a liability limitation agreement with Outside Corporate Auditors to limit the liability under Article 423, Paragraph 1 of the Companies Act. If she assumes the office of Outside Corporate Auditor, the Company plans to conclude the agreement with her. The maximum amount of liability pursuant to the agreement is the amount stipulated by laws and regulations.
4. The Company has entered into a directors and officers liability insurance agreement with an insurance company as provided for in Article 430-3, Paragraph 1 of the Companies Act, and plans to continue and renew the said agreement with similar content. The said insurance covers damages that may arise from the insured parties assuming responsibility. Candidate for substitute Corporate Auditor will be insured under the said insurance agreement if they are elected as substitute Corporate Auditor.

(Reference) Skill Matrix of the Board of Directors after the General Meeting of Shareholders

If the Proposal 2 and the Proposal 3 are approved and adopted as originally proposed at this General Meeting of Shareholders, the composition of Directors and Corporate Auditors, and the particularly expected roles, expertise and background of each person will be as shown below. Some of the skills in the skill matrix have been revised.

		Corporate manageme nt	Global experience	Sales / Marketing	Sustainability	Development technology	Quality control	Human resources and labor Human resource development Wellbeing	Finance and accounting	Legal Compliance Risk management
Director	Isao Osawa	●	●		●		●			
	Yoshiaki Ishizaka	●	●	●	●					
	Kunihiko Tedo	●	●						●	
	Yoshihisa Yamaguchi	●	●						●	
	Kazuto Ono	●	●		●			●		●
	Satoru Takahashi	●	●			●	●			
	Rika Sato		●							●
	Shoshiro Taneichi	●	●	●		●				
	Yosuke Tomoi	●	●	●		●			●	
Corporate Auditor	Akihiro Okabe	●	●						●	
	Masaki Ashibe	●		●					●	
	Kiyotaka Yokokoji	●			●			●		●

(Note) The above list does not represent all the knowledge and experience of each person.

Skill	Reason for Selection
Corporate management	Decision-making from a company-wide perspective, flexible responses to changing business environments, and the formulation and execution of strategic directions for medium- to long-term growth are essential for sustainable improvement in corporate value, and it is necessary to have members of the Board of Directors with experience in corporate management.
Global experience	It is necessary to have members of the Board of Directors with extensive knowledge of overseas business management and overseas business environments and cultures from the perspective of acquiring foreign customers in the growing field of automotive applications and monitoring operations at overseas manufacturing bases in Thailand and other countries.
Sales / Marketing	The expansion of sales to major customers and the acquisition of new foreign customers in response to the increasing functionality of ECUs in the automotive field, as well as the acquisition of customers in new business areas, are essential for medium- to long-term growth, and it is necessary to have members of the Board of Directors with extensive knowledge and experience in this field from the perspective of monitoring the effective execution of sales and marketing activities.
Sustainability	In order to achieve a sustainable society, it is necessary to have members of the Board of Directors with sound knowledge and experience in this field who can strategically incorporate sustainability elements and fulfill social and environmental responsibilities while enhancing corporate value.

Development technology	It is becoming increasingly important to strengthen research and development capabilities and make strategic investments in technology in order to establish a new business area that will become the second pillar of our business following the automotive business, and it is necessary to have members of the Board of Directors with the knowledge and experience enabling proactive initiatives from a management perspective in order to achieve sustainable competitive advantage and create corporate value.
Quality control	The high quality of our products is a competitive advantage that builds trust with our customers, and in light of changes such as increased manufacturing at our Thai base and the full-scale launch of manufacturing in new business areas, it is necessary to have members of the Board of Directors with knowledge and experience from the perspective of promoting and monitoring quality control and improvement.
Human resources and labor Human resource development Wellbeing	In today's rapidly changing business environment, it is essential to fully harness the capabilities of each and every employee and ensure their well-being in order to achieve sustainable growth in corporate value. This requires a deep understanding of human resources strategy and human capital, as well as a focus on creating a safe and secure workplace environment that is essential for a manufacturing company. Therefore, it is necessary to have members of the Board of Directors with knowledge and experience in both human capital and workplace environments.
Finance and accounting	In order to continuously enhance corporate value, it is important to implement financial strategies and IR activities that are aligned with management strategies, while taking into account the demands of the capital market, and it is necessary to have members of the Board of Directors with sound knowledge and experience in this field.
Legal Compliance Risk management	Compliance with laws and regulations, ethical management, and appropriate responses to diversifying business risks are essential for sustainable growth and social trust for companies, and it is necessary to have members of the Board of Directors with sound knowledge and experience in this field.