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Securities Code: 7259

May 28, 2026

(Start of Measures for Providing Information in Electronic Format: May 21, 2026)

To Those Shareholders with Voting Rights

Moritaka Yoshida
President
AISIN CORPORATION
2-1, Asahi-machi, Kariya, Aichi,
Japan

NOTICE OF THE 103rd ORDINARY GENERAL MEETING OF SHAREHOLDERS

You are cordially invited to attend the 103rd Ordinary General Meeting of Shareholders of AISIN CORPORATION (hereinafter, the “Company”). Please access the websites listed below to confirm the details. The meeting will be held as described below.

1. Date and Time: Friday, June 19, 2026 at 10:00 a.m.

2. Place: The Company’s HONKAN Hall
2-36, Hachiken-cho, Kariya, Aichi

3. Agenda of the Meeting:

Matters to be reported: The Business Report, the Financial Statements, the Consolidated Financial Statements, and the audit results of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board for the 103rd Fiscal Term (from April 1, 2025 to March 31, 2026).

Proposals to be resolved:

Proposal No. 1: Election of Eight Directors

Proposal No. 2: Election of Two Audit & Supervisory Board Members

Proposal No. 3: Election of One Substitute Audit & Supervisory Board Member

Measures for Providing Information in Electronic Format

In convening this Ordinary General Meeting of Shareholders, the Company has taken measures for the electronic provision of information, and the matter subject to electronic provision have been posted on the following websites.

The Company’s website (in Japanese):
<https://www.aisin.com/jp/investors/report/>

Tokyo Stock Exchange website:
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Access the website shown above, enter “AISIN Corporation” in “Issue name (company name)” or the Company’s securities code “7259” in “Code,” and click “Search.” Then, click “Basic information” and “Documents for public inspection/PR information” in that order to view the information.

If you are unable to attend the meeting, you can exercise your voting rights via the Internet or by mailing the Voting Rights Exercise Form sent together with this notice. Please review the Reference Documents for

the General Meeting of Shareholders, and exercise your voting rights in accordance with the Guide to Exercising Voting Rights on page 5 (in Japanese).

Reference Documents for the General Meeting of Shareholders

Proposals and references

Proposal No. 1: Election of Eight Directors

The term of office for all of eight Directors of the Company will expire at the closing of this General Meeting of Shareholders. Accordingly, the Company proposes the election of eight Directors including three Outside Directors.

The candidates for Directors are as follows:

Candidate No.	Name	Gender	Current Position at the Company	Responsibilities at the Company	
1	Moritaka Yoshida	Male	President	–	Reelected
2	Yoshihisa Yamamoto	Male	Director	Chief Digital Officer, Chief Technology Officer, Executive General Manager of Product Development Center	Reelected
3	Masahiro Nishikawa	Male	Director	Chief Carbon Neutral Officer, Executive General Manager of Carbon Neutral & Environment Promotion Center	Reelected
4	Tsuguhiko Hoshino	Male	Outside Director	–	Reelected Outside Director Independent Director
5	Yasuhito Hirota	Male	Outside Director	–	Reelected Outside Director Independent Director
6	Keiko Tatsuwaki	Female	Outside Director	–	Reelected Outside Director Independent Director
7	Daisuke Kondo	Male	Senior Executive Officer	Chief Financial Officer, Chief Strategy Officer, Executive General Manager of AISIN-Group Corporate Strategy Division	Newly elected
8	Yoichi Miyazaki	Male	–	–	Newly elected

Reelected: Candidate for Director to be reelected

Newly elected: Candidate for New Director

Outside Director: Candidate for Outside Director

Independent Director: Candidate for Independent Director as specified by Tokyo Stock Exchange, Inc.

Candidate No.	Name	Career summary	
1	Moritaka Yoshida Reelected	April 1980	Joined Toyota Motor Co., Ltd.
		June 2009	Managing Officer of Toyota Motor Corporation
		April 2014	Senior Managing Officer of Toyota Motor Corporation
		January 2018	Executive Vice President of Toyota Motor Corporation
		June 2020	Chairman of TOYOTA CENTRAL R&D LABS., INC.
		June 2021	President and Executive President of the Company (to present)
		Current Position at the Company: President	Responsibilities at the Company: –
		Reasons for nomination as a candidate for Director: Mr. Moritaka Yoshida has an extensive career including as President of the Mid-size Vehicle Company and the head of the Vehicle Development Center while serving as Executive Vice President at Toyota Motor Corporation, and has experience as a management executive at TOYOTA CENTRAL R&D LABS., INC. He has served as President of the Company since 2021. He is recommended for the position of Director as he is expected to make use of his extensive experience and expansive insights into overall corporate management for the management of the Company.	
		Date of birth: July 12, 1957 (68 years old)	Special interest relationship with the Company: –
		Important concurrent position: –	Number of shares of the Company held: 140,914 shares
		Number of years since the candidate assumed the office of Director: 5 years (at the closing of this General Meeting of Shareholders)	Attendance at Board of Directors' Meetings: 16/16 meetings (100.0%)

Candidate No.	Name	Career summary	
2	Yoshihisa Yamamoto Reelected	April 1989	Joined Aisin AW Co., Ltd.
		April 2015	Senior Executive Officer of Aisin AW Co., Ltd.
		April 2020	Senior Managing Officer of Aisin AW Co., Ltd.
		April 2021	Executive Vice President of the Company
		April 2022	Senior Executive Officer of the Company
		June 2022	Director of the Company (to present)
		April 2026	Executive Vice President of the Company (current system) (to present)
		Current Position at the Company: Director	Responsibilities at the Company: Chief Digital Officer, Chief Technology Officer, Executive General Manager of Product Development Center
		Reasons for nomination as a candidate for Director: Mr. Yoshihisa Yamamoto has served primarily in the technology development field of Powertrain at the Company. Since 2021 he has held positions at the Executive Vice President level and is presently Executive Vice President, Member of the Board of Directors (current position), as well as Chief Digital Officer and Chief Technology Officer, engaged in the Company’s management. He is recommended for the position of Director as he is expected to make use of his extensive experience and expansive insights concerning overall management, the technological development strategy, and other fields of the Company.	
		Date of birth: December 17, 1964 (61 years old)	Special interest relationship with the Company: —
Important concurrent position: —	Number of shares of the Company held: 49,330 shares		
Number of years since the candidate assumed the office of Director: 4 years (at the closing of this General Meeting of Shareholders)	Attendance at Board of Directors’ Meetings: 16/16 meetings (100.0%)		

Candidate No.	Name	Career summary	
3	Masahiro Nishikawa Reelected	April 1984	Joined Aisin Seiki Co., Ltd.
		June 2011	Managing Officer of Aisin Seiki Co., Ltd.
		April 2014	Senior Managing Officer of Aisin Seiki Co., Ltd.
		June 2017	Director of Aisin Seiki Co., Ltd.
		April 2019	Senior Executive Officer of Aisin Seiki Co., Ltd.
		April 2021	Senior Executive Officer of the Company (to present)
		June 2024	Director of the Company (to present)
		Current Position at the Company:	
		Responsibilities at the Company:	
		Director	
Reasons for nomination as a candidate for Director:			
Mr. Masahiro Nishikawa has served primarily in the production technology field of auto body products at the Company. Since 2019, he has served as Senior Executive Officer, and is presently Director, Senior Executive Officer (current position), as well as Chief Carbon Neutral Officer, engaged in the Company’s management. He is recommended for the position of Director as he is expected to make use of his extensive experience and expansive insights concerning overall management and manufacturing in Japan and abroad.			
Date of birth:		Special interest relationship with the Company:	
February 17, 1962 (64 years old)		—	
Important concurrent position:		Number of shares of the Company held:	
—		88,687 shares	
Number of years since the candidate assumed the office of Director:		Attendance at Board of Directors’ Meetings:	
2 years (at the closing of this General Meeting of Shareholders)		16/16 meetings (100.0%)	

Candidate No.	Name	Career summary	
4	Tsuguhiko Hoshino Reelected Outside Director Independent Director	April 1983	Joined the Ministry of Finance
		July 2011	Deputy Director General of the Minister's Secretariat, Ministry of Finance
		July 2015	First Deputy Commissioner, National Tax Agency
		June 2016	Director General of the Tax Bureau, Ministry of Finance
		July 2019	Commissioner, National Tax Agency
		June 2021	Outside Director of Tokyu Fudosan Holdings Corporation (to present)
		June 2021	Board Member (Vice Chairman) of The General Insurance Association of Japan (to present)
		June 2023	Director of the Company (to present)
		Current Position at the Company:	Responsibilities at the Company:
		Outside Director	–
		Reasons for nomination as a candidate for Outside Director and overview of expected roles:	
		Mr. Tsuguhiko Hoshino has served as Director General of the Tax Bureau, Ministry of Finance, and Commissioner of the National Tax Agency. Through this professional experience, he has advanced expertise in finance, monetary policy, legal affairs and compliance. He is recommended for the position of Outside Director as he is expected to provide supervision and advice and opinions from an independent standpoint regarding the overall execution of business of the Company utilizing his extensive experience and expansive insight gained from his working at a Japanese embassy abroad and supervisory experience as an Outside Director of a company in another business sector.	
		Date of birth:	Special interest relationship with the Company:
		November 6, 1959 (66 years old)	–
		Important concurrent position:	Number of shares of the Company held:
		Outside Director of Tokyu Fudosan Holdings Corporation Board Member (Vice Chairman) of The General Insurance Association of Japan	1,200 shares
		Number of years since the candidate assumed the office of Director:	Attendance at Board of Directors' Meetings:
		3 years (at the closing of this General Meeting of Shareholders)	16/16 meetings (100.0%)

Candidate No.	Name	Career summary	
5	Yasuhito Hirota Reelected Outside Director Independent Director	April 1980	Joined Mitsubishi Corporation
		April 2010	Senior Vice President, General Manager of Corporate Administration Dept. of Mitsubishi Corporation
		June 2014	Representative Director, Member of the Board, Executive Vice President, Corporate Functional Officer of Mitsubishi Corporation
		January 2018	Advisor of ASICS Corporation
		March 2018	President and COO, Representative Director of ASICS Corporation
		March 2022	President, CEO and COO, Representative Director of ASICS Corporation
		January 2024	Chairman and CEO, Representative Director of ASICS Corporation (to present)
		June 2024	Outside Director, Member of the Board of CASIO COMPUTER CO., LTD.
		April 2025	Vice Chairperson of Japan Association of Corporate Executives (Public Interest Incorporated Association) (to present)
		June 2025	Director of the Company (to present)
		Current Position at the Company:	Responsibilities at the Company:
		Outside Director	—
		Reasons for nomination as a candidate for Outside Director and overview of expected roles: Mr. Yasuhito Hirota has many years of management experience at Mitsubishi Corporation and ASICS Corporation. Throughout his career he has gained a high level of expertise, particularly in the area of business strategy. He is recommended for the position of Outside Director as he is expected to make use of his extensive experience and expansive insights concerning overall management and supervise the business execution of the Company as well as provide advice and opinions from an independent standpoint.	
		Date of birth: November 5, 1956 (69 years old)	Special interest relationship with the Company: —
		Important concurrent position: Chairman and CEO, Representative Director of ASICS Corporation Vice Chairperson of Japan Association of Corporate Executives (Public Interest Incorporated Association)	Number of shares of the Company held: 1,500 shares
		Number of years since the candidate assumed the office of Director: 1 year (at the closing of this General Meeting of Shareholders)	Attendance at Board of Directors' Meetings: 13/13 meetings (100.0%)

Candidate No.	Name	Career summary	
6	Keiko Tatsuwaki Reelected Outside Director Independent Director	June 2003	Partner at Deloitte Touche Tohmatsu LLC
		October 2016	Head, ESG and Integrated Reporting Advisory Unit of Deloitte Touche Tohmatsu LLC
		February 2017	President of Deloitte Tohmatsu Sustainability Co., Ltd.
		July 2023	Advisor of Deloitte Tohmatsu Sustainability Co., Ltd.
		March 2024	Outside Audit & Supervisory Board Member of ISE CHEMICALS CORPORATION (to present)
		June 2025	Director of the Company (to present)
		Current Position at the Company: Responsibilities at the Company:	
		Outside Director –	
		Reasons for nomination as a candidate for Outside Director and overview of expected roles:	
		After Recruit Co., Ltd., Ms. Keiko Tatsuwaki worked for many years at Deloitte Tohmatsu LLC, where she engaged in consulting on ESG, CSR, internal control and other fields. Throughout her career, she has gained a high level of expertise, particularly in the fields of governance, risk management, and sustainability. She is recommended for the position of Outside Director as she is expected to provide supervision and advice and opinions from an independent standpoint mainly regarding the promotion of sustainability at the Company utilizing her extensive experience and expansive insight gained from her experience in corporate management and auditing as an Outside Director.	
Date of birth: Special interest relationship with the Company:			
May 18, 1958 (68 years old) –			
Important concurrent position: Number of shares of the Company held:			
Outside Audit & Supervisory Board Member of ISE CHEMICALS CORPORATION 200 shares			
Number of years since the candidate assumed the office of Director: Attendance at Board of Directors' Meetings:			
1 year (at the closing of this General Meeting of Shareholders) 13/13 meetings (100.0%)			

Candidate No.	Name	Career summary	
7	Daisuke Kondo Newly elected	April 1994 Joined Japan Broadcasting Corporation (NHK) November 2006 Joined Aisin Seiki Co., Ltd. April 2022 Executive Officer of the Company April 2024 Senior Executive Officer of the Company April 2026 Executive Vice President of the Company (current system) (to present)	
		Current Position at the Company: Senior Executive Officer	Responsibilities at the Company: Chief Financial Officer, Chief Strategy Officer, Executive General Manager of AISIN-Group Corporate Strategy Division
		Reasons for nomination as a candidate for Director: Mr. Daisuke Kondo has served primarily in the corporate planning and strategy divisions at the Company. Since 2024 he has served as Senior Executive Officer of the Company and is presently Executive Vice President, as well as Chief Financial Officer and Chief Strategy Officer, engaged in the Company's management. He is recommended for the position of Director as he is expected to make use of his extensive experience and expansive insights concerning overall management, external affairs and public relations, corporate strategy, and other related areas of the Company.	
		Date of birth: September 12, 1970 (55 years old)	Special interest relationship with the Company: —
		Important concurrent position: —	Number of shares of the Company held: 12,373 shares

Candidate No.	Name	Career summary	
8	Yoichi Miyazaki Newly elected	April 1986	Joined Toyota Motor Corporation
		April 2015	Managing Officer of Toyota Motor Corporation
		January 2019	Operating Officer of Toyota Motor Corporation
		April 2023	Operating Officer and Executive Vice President of Toyota Motor Corporation
		June 2023	Member of the Board of Directors, Operating Officer and Executive Vice President of Toyota Motor Corporation
		June 2025	Executive Vice President, Member of the Board of Directors and Operating Officer of Toyota Motor Corporation (to present)
		Current Position at the Company: Responsibilities at the Company:	
		— —	
		Reasons for nomination as a candidate for Director: Mr. Yoichi Miyazaki has many years of management experience at Toyota Motor Corporation. Throughout his career he has gained a high level of expertise, particularly in the areas of regional, business, and sales strategy. He is recommended for the position of Director as he is expected to make use of his extensive experience and expansive insights concerning overall management and provide advice and opinions on the Company's business and corporate strategy.	
Date of birth:		Special interest relationship with the Company:	
October 19, 1963 (62 years old)		—	
Important concurrent position:		Number of shares of the Company held:	
Executive Vice President, Member of the Board of Directors and Operating Officer of Toyota Motor Corporation		0 shares	

Notes: 1. The Company was created by the merger of Aisin Seiki Co., Ltd. and Aisin AW Co., Ltd. and changed the company name to AISIN CORPORATION in April 2021.

- The age, position and responsibility of each candidate are accurate as of the date of this General Meeting of Shareholders.
- Mr. Tsuguhiko Hoshino, Mr. Yasuhito Hirota, and Ms. Keiko Tatsuwaki are the candidates for Outside Directors stipulated in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act. The Company has registered the three individuals as Independent Directors as specified by Tokyo Stock Exchange, Inc.
- The term of office of Mr. Tsuguhiko Hoshino as Outside Director of the Company will reach three years at the closing of this General Meeting of Shareholders.
- The term of office of Mr. Yasuhito Hirota and Ms. Keiko Tatsuwaki as Outside Directors of the Company will reach one year at the closing of this General Meeting of Shareholders.
- The numbers shown under "Attendance at Board of Directors' Meetings" for Mr. Yasuhito Hirota and Ms. Keiko Tatsuwaki indicate their attendance at the meetings that were held after their inauguration on June 17, 2025.
- The Company has entered into agreements with Mr. Tsuguhiko Hoshino, Mr. Yasuhito Hirota, and Ms. Keiko Tatsuwaki to limit the liability stipulated by Article 423, Paragraph 1 of the Companies Act to the amount stipulated by Article 425, Paragraph 1 of the Companies Act and if their reelection is approved, the Company intends to continue these agreements.
- In the event that Mr. Yoichi Miyazaki is elected as Director, the Company will enter into agreements with him to limit the liability stipulated by Article 423, Paragraph 1 of the Companies Act to the amount stipulated by Article 425, Paragraph 1 of the Companies Act.
- The Company has entered into an agreement with an insurance company for a liability insurance policy for directors and other officers as stipulated by Article 430-3, Paragraph 1 of the Companies Act. If this proposal is adopted in its current form and each candidate takes office as Director, he/she will be covered by this insurance policy, which will compensate him/her for damages and

litigation costs, etc., that he/she may incur upon being subject to claims for damages arising from actions undertaken in the course of his/her duties as an officer of the Company. The Company is planning to renew this insurance policy in September 2026.

Proposal No. 2: Election of Two Audit & Supervisory Board Members

Audit & Supervisory Board Member Makoto Mitsuya will resign, and the term of office of Audit & Supervisory Board Member Katsuhiko Kashiwagi will expire at the closing of this General Meeting of Shareholders. Therefore, the Company proposes the election of two Audit & Supervisory Board Members. The Audit & Supervisory Board has already approved this Proposal No. 2.

The candidates for Audit & Supervisory Board Members are as follows:

Candidate No.	Name	Career summary	
1	Shintaro Ito Newly elected	April 1983	Joined Aisin Seiki Co., Ltd.
		June 2010	Managing Officer of Aisin Seiki Co., Ltd.
		April 2017	Senior Managing Officer of Aisin Seiki Co., Ltd.
		April 2019	Senior Executive Officer of Aisin Seiki Co., Ltd.
		April 2021	Executive Vice President of the Company
		June 2021	Director of the Company (to present)
		April 2022	Senior Executive Officer of the Company
		Current Position at the Company: Director	
		Reasons for nomination as a candidate for Audit & Supervisory Board Member: Mr. Shintaro Ito has management experience primarily in the corporate administration division, including serving as Director and Executive Vice President of the Company, among other roles. He is recommended as Audit & Supervisory Board Member as he is expected to make use of his knowledge concerning finance and accounting, and extensive experience and expansive insights as a management executive.	
		Date of birth: March 19, 1961 (65 years old)	Special interest relationship with the Company: —
Important concurrent position: —	Number of shares of the Company held: 91,007 shares		

Candidate No.	Name	Career summary	
2	Katsuhiro Kashiwagi Reelected Outside Audit & Supervisory Board Member Independent Audit & Supervisory Board Member	April 1982	Joined the Nagoya City Hall, Board of Education
		January 1986	Joined Audit Corporation Ito Kaikei Jimusho
		March 1989	Registered as a Certified Public Accountant
		May 1995	Director of Ito Management Consultant Co. Ltd.
		July 2005	Representative Partner of ChuoAoyama Audit Corporation
		August 2007	Representative Partner of AZSA & Co. (current KPMG AZSA LLC)
		July 2010	Partner of KPMG AZSA LLC
		June 2022	Audit & Supervisory Board Member of the Company (to present)
		July 2022	Representative of Katsuhiro Kashiwagi Certified Public Accountant Office (to present)
		April 2025	Inspection Commissioner of Aichi Prefectural Government (to present)
		Current Position at the Company	
		Outside Audit & Supervisory Board Member	
		Reasons for nomination as a candidate for Outside Audit & Supervisory Board Member: Mr. Katsuhiro Kashiwagi has long-term experience as a certified accountant, including serving as Partner at KPMG AZSA LLC, among other roles, and has a high level of expertise in finance and accounting. He is recommended as Outside Audit & Supervisory Board Member as he is expected to make use of his extensive experience in corporate accounting and auditing and expansive insights into corporate management.	
		Date of birth: January 30, 1960 (66 years old)	Special interest relationship with the Company: —
		Important concurrent position: Representative of Katsuhiro Kashiwagi Certified Public Accountant Office Inspection Commissioner of Aichi Prefectural Government	Number of shares of the Company held: 2,500 shares
		Number of years since the candidate assumed the office of Audit & Supervisory Board Member: 4 years	Attendance at Board of Directors' Meetings: 15/16 meetings (93.7%)

Notes: 1. The age and position of the above candidates for Audit & Supervisory Board Member are accurate as of the date of this General Meeting of Shareholders.

2. Mr. Katsuhiro Kashiwagi is a candidate for Outside Audit & Supervisory Board Member stipulated in Article 2, Paragraph 3, Item 8 of the Ordinance for Enforcement of the Companies Act. The Company has registered him as an Independent Audit & Supervisory Board Member as specified by Tokyo Stock Exchange, Inc.
3. The term of office of Mr. Katsuhiro Kashiwagi as Outside Audit & Supervisory Board Member of the Company will reach four years at the closing of this General Meeting of Shareholders.
4. The Company has entered into an agreement with Mr. Katsuhiro Kashiwagi to limit the liability stipulated by Article 423, Paragraph 1 of the Companies Act to the amount stipulated by Article 425, Paragraph 1 of the Companies Act, and if his reelection is approved, the Company intends to continue this agreement.
5. The Company has entered into an agreement with an insurance company for a liability insurance policy for directors and other officers as stipulated by Article 430-3, Paragraph 1 of the Companies Act. If this proposal is adopted in its current form and each candidate takes office as Audit & Supervisory Board Member, he will be covered by this insurance policy, which will compensate him for damages and litigation costs, etc., that he may incur upon being subject to claims for

damages arising from actions undertaken in the course of his duties as an officer of the Company. The Company is planning to renew this insurance policy in September 2026.

Proposal No. 3: Election of One Substitute Audit & Supervisory Board Member

In preparation for circumstances in which the number of Audit and Supervisory Board members stipulated by law is not satisfied, this proposal requests the election of one Outside Audit & Supervisory Board Member as a substitute for Outside Audit & Supervisory Board Member Junko Ueda and for Katsuhiko Kashiwagi. In the event that the candidate takes office as an Audit & Supervisory Board Member, the term of office shall be the remaining term of office of the predecessor. This proposal shall remain in effect until the start of the next Ordinary General Meeting of Shareholders. However, it can be cancelled prior to the substitute taking office by a resolution at a Board of Directors Meeting with the consent of the Audit & Supervisory Board.

The Audit & Supervisory Board has already approved this Proposal No. 3.

The candidate for Substitute Audit & Supervisory Board Member is as follows:

Name	Career summary	
Hidenori Nakagawa Reelected Outside Audit & Supervisory Board Member Independent Audit & Supervisory Board Member	April 1992	Admitted to the bar Joined Nagashima & Ohno
	September 1997	Kirkland & Ellis LLC
	April 1998	Admitted to the New York State bar
	September 1998	Legal Transactions Management Department, Tokyo Branch of Merrill Lynch Japan International
	April 2003	Seconded to UFJ Strategic Partners
	July 2004	Partner of TMI Associates (to present)
	June 2019	Outside Audit & Supervisory Board Member of Nice Corporation (to present)
	December 2019	Outside Corporate Auditor of Airweave Inc.
	Current Position at the Company	
	–	
	Reasons for nomination as a candidate for Substitute Audit & Supervisory Board Member: Mr. Hidenori Nakagawa has worked as an attorney primarily in fields including general corporate law and compliance for many years, and also has experience as an outside auditor at other companies. He is recommended for the position of Substitute Outside Audit & Supervisory Board Member to make use of his high level of expertise, abundant experience, and other characteristics for the audit of the Company.	
	Date of birth: November 20, 1967 (58 years old)	Special interest relationship with the Company: –
	Important concurrent position: Partner of TMI Associates Outside Audit & Supervisory Board Member of Nice Corporation	Number of shares of the Company held: 0 shares

Notes: 1. Mr. Hidenori Nakagawa is the candidate for Substitute Outside Audit & Supervisory Board Member.

2. The age and position of the above candidate for Substitute Audit & Supervisory Board Member are accurate as of the date of this General Meeting of Shareholders.
3. In the event that Mr. Hidenori Nakagawa takes office as an Audit & Supervisory Board Member, the Company intends to register him as Independent Audit & Supervisory Board Member as specified by Tokyo Stock Exchange, Inc.
4. In the event that this proposal is approved in its current form and Mr. Hidenori Nakagawa takes office as an Audit & Supervisory Board Member, the Company will enter into an agreement with him to limit the liability stipulated by Article 423, Paragraph 1 of the Companies Act to the amount stipulated by Article 425, Paragraph 1 of the Companies Act.
5. The Company has entered into an agreement with an insurance company for a liability insurance policy for directors and other officers as stipulated by Article 430-3, Paragraph 1 of the Companies Act. If this proposal is adopted in its current form and Mr. Hidenori Nakagawa takes office as an Audit & Supervisory Board Member, he will be covered by this insurance policy, which will

compensate him for damages and litigation costs, etc., that he may incur upon being subject to claims for damages arising from actions undertaken in the course of his duties as an officer of the Company. The Company is planning to renew this insurance policy in September 2026.

<Reference>

(1) Officer structure if Proposals No. 1 and No. 2 are approved

The skills and experience of Directors and Audit & Supervisory Board Members of the Company will be as follows:

Skill matrix

◎ Chairperson ○ Member in attendance

	Name		Corporate management	Global business	Sustainability	Environment / Carbon neutrality	Human capital strategy	Governance / Compliance / Risk management	Manufacturing (technology, production, and quality)	Value chain (Sales / Procurement)	Finance / Accounting	Board of Directors	Audit & Supervisory Board	Executive Nomination and Compensation Committee
Director	Moritaka Yoshida		○	○	○		○	○	○			◎		○
	Yoshihisa Yamamoto		○	○		○			○			○		
	Masahiro Nishikawa		○	○		○			○			○		
	Daisuke Kondo		○		○			○			○	○		○
	Yoichi Miyazaki		○	○	○		○	○		○	○	○		
	Tsuguhiko Hoshino	Outside Independent		○	○			○			○	○		◎
	Yasuhito Hirota	Outside Independent	○	○	○		○	○				○		○
	Keiko Tatsuwaki	Outside Independent	○		○	○	○	○				○		○
Audit & Supervisory Board Member	Shintaro Ito		○	○	○		○	○			○	○	◎	
	Kiyomi Kato							○			○	○	○	
	Junko Ueda	Outside Independent		○				○				○	○	
	Katsuhiro Kashiwagi	Outside Independent									○	○	○	

Skill items	Purpose of skill selection
Corporate management	This skill is considered vital to driving sustainable growth and enhancing corporate value through strategic decision-making and organizational management, as well as to discerning long-term societal shifts, backcasting from our envisioned future, and charting a growth trajectory for the business.
Global business	This skill is considered essential to leveraging overseas management experience or insights on the international business environment to sustainably expand our business domains globally.
Sustainability	This skill is considered critical to anticipating societal challenges and needs through communication with a diverse array of stakeholders, and to advancing a sustainability program that contributes to a resilient society while enhancing corporate value through business activities.
Environment / Carbon neutrality	This skill is considered a requirement for advancing product and production initiatives on an accelerated schedule with regard to achieving carbon neutrality.
Human capital strategy	This skill is considered necessary to motivating individual employees and providing them with a sense of fulfillment.
Governance / Compliance / Risk management	This skill is considered necessary to strengthening the internal controls and governance systems that contribute to sustainable growth and enhanced corporate value.
Manufacturing (technology, production, and quality)	This skill is considered a prerequisite for further refining manufacturing proficiency, enhancing market competitiveness, efficiency, and productivity, and shifting toward growth areas through the creation of new businesses.
Value chain (Sales / Procurement)	We believe this skill is central to building relationships with business partners based on mutual trust and a focus on mutual interdependence and prosperity.
Finance / Accounting	This skill is considered critical to promoting growth investment to sustain expansion and enhance corporate value, and to achieve appropriate shareholder returns while operating under an accurate financial reporting system and a solid financial foundation.

(2) Overall approach to the Board of Directors and Audit & Supervisory Board and procedures for nomination

When appointing Directors and Audit & Supervisory Board Members of the Company, the Company seeks the optimum balance of knowledge, experience and skills to ensure proper supervision of management and the suitable, swift and fair decision-making for the purpose of achieving sustainable growth and increase our value as a company in the medium and long term. The Company takes a comprehensive approach, including electing multiple Outside Directors with advanced expertise inside and outside the industry. The Company is conscious of the importance of Group management and elects personnel who have extensive experience and wide-ranging knowledge from subsidiaries in Japan and overseas as Directors of the Company.

In order to further promote and strengthen business restructuring and sustainability management toward realizing the 2030 Vision announced at the Medium- to Long-term Business Strategy briefing in September 2023, the Company's Board of Directors has reviewed the skills items and nominated eight candidates for Director.

Matters concerning procedures for nomination, election and dismissal are considered and deliberated based on the above policy by the Executive Nomination and Compensation Committee, at which an independent Outside Director serves as chairperson and independent Outside Directors comprise a majority of the council members.