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(Securities Code 7256)

June 15, 2026

## To Shareholders with Voting Rights

FURUKAWA Koji  
Representative Director, President  
KASAI KOGYO CO., LTD.  
3316 Miyayama, Samukawa-machi,  
Koza-gun, Kanagawa Pref., Japan

## NOTICE OF THE 95TH ORDINARY GENERAL SHAREHOLDERS' MEETING

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

Please be informed that the 95th Ordinary General Shareholders' Meeting of KASAI KOGYO CO., LTD. (the "Company") will be held as described below.

In convening this General Shareholders' Meeting, the Company has taken measures for electronic provision of materials. Matters subject to measures for electronic provision are posted on the following website.

The Company's website:

<https://www.kasai.co.jp/ir/library/shareholders/> (Available in Japanese)

In addition to the Company's website, matters subject to measures for electronic provision are also posted on the website of Tokyo Stock Exchange, Inc. Please access the website below, search for the Company either by entering the Company name (KASAI KOGYO) or securities code (7256), and select "Basic information," followed by "Documents for public inspection/PR information" in order to view the information posted on the Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting page.

Tokyo Stock Exchange Inc. website:

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

We would like to ask our shareholders to exercise your voting rights in advance via the Internet or in writing if you are unable to attend this General Shareholders' Meeting in person.

If you exercise your voting rights in advance, please do so no later than 5:00 p.m. on Monday, June 29, 2026.

- 1. Date and Time:** Tuesday, June 30, 2026 at 10:00 a.m.
- 2. Place:** Auditorium, the 7th floor, at the headquarters of KASAI KOGYO CO., LTD.  
3316 Miyayama, Samukawa-machi, Koza-gun, Kanagawa Pref., Japan
- 3. Agenda of the Meeting:**
- Matters to be reported:**
1. The Business Report and the Non-consolidated Financial Statements for the 95th fiscal term (from April 1, 2025 to March 31, 2026)
  2. The Consolidated Financial Statements and the audit results of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee for the 95th fiscal term (from April 1, 2025 to March 31, 2026)
- Proposals to be resolved:**
- Proposal 1:** Election of Five (5) Directors (Excluding Directors Serving as Audit & Supervisory Committee Members)
- Proposal 2:** Election of Three (3) Directors Serving as Audit & Supervisory Committee Members
- Proposal 3:** Election of One (1) Substitute Director Serving as Audit & Supervisory Committee Member

Note:

- The documents to be sent to you do not include the following items as they are posted on the Company's website in accordance with the applicable laws, regulations and Article 14 of the Company's Articles of Incorporation.
- 1) Notes to the Consolidated Financial Statements
  - 2) Notes to the Non-consolidated Financial Statements
- The Consolidated Financial Statements and the Non-consolidated Financial Statements audited by the Accounting Auditor and the Audit & Supervisory Committee include the above documents posted on the Company's website.
- Should any revisions be made to the matters subject to measures for electronic provision, details of the revisions will be posted on each of the designated websites.

## **Reference Documents for the General Shareholders' Meeting**

### **Proposals and References**

#### **Proposal 1: Election of Five (5) Directors (Excluding Directors Serving as Audit & Supervisory Committee Members)**

The terms of office of five (5) Directors (excluding Directors serving as Audit & Supervisory Committee Members), Messrs. FURUKAWA Koji, INAZU Shigeki, OGAWA Koichi, NOJI Hikomitsu, and MATSUOKA Daiji, shall expire at the conclusion of this Ordinary General Shareholders' Meeting. Accordingly, we propose electing five (5) Directors (excluding Directors serving as Audit & Supervisory Committee Members).

Audit & Supervisory Committee has reviewed this Proposal without any comments.

The candidates for Directors (excluding Directors serving as Audit & Supervisory Committee Members) are as follows:

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Name<br>(Date of birth)                                   | Career summary<br>(positions, responsibilities and significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Number of<br>shares of<br>common stock<br>of the<br>Company held |
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| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | FURUKAWA Koji<br>(September 10, 1961)<br><br>[Reelection] | <p>April 1984      Joined Nissan Motor Co., Ltd.</p> <p>May 1987      Seconded to Nissan Prince Saitama Hanbai Co., Ltd.</p> <p>August 1989    First Purchasing Department, Nissan Motor Co., Ltd.</p> <p>July 1996      Seconded to Nissan Motor Manufacturing (UK) Ltd.</p> <p>July 1999      Senior Manager, Second Purchasing Department,<br/>Nissan Motor Co., Ltd.</p> <p>April 2002      Senior Manager, Purchasing Strategy Department</p> <p>April 2003      Seconded to Dongfeng Nissan Passenger Vehicle<br/>Company</p> <p>April 2006      Seconded to Renault-Nissan Purchasing<br/>Organization</p> <p>April 2009      General Manager, Power Train Project Purchasing<br/>Department, Nissan Motor Co., Ltd.</p> <p>April 2014      General Manager, Power Train Project Purchasing<br/>Department<br/>Seconded to Renault-Nissan Purchasing<br/>Organization</p> <p>April 2015      VP (Purchasing Division), JATCO Ltd</p> <p>October 2015    Corporate Vice President (Head of Purchasing<br/>Division)</p> <p>April 2017      Senior Vice President (Head of Purchasing Division)</p> <p>October 2024    Advisor, the Company</p> <p>November 2024 Representative Director, President (in charge of<br/>general management and Internal Audit Department,<br/>Chief Disclosure Officer)</p> <p>April 2025      Representative Director, President (in charge of<br/>general management, Internal Audit Department and<br/>New Business Innovation Office, Chief Disclosure<br/>Officer) (current position)<br/>(to present)</p> | 0                                                                |
| <p>(Reason for nomination as a candidate for Director)</p> <p>Mr. FURUKAWA Koji has held key positions in procurement and purchasing sector of Nissan Motor Co., Ltd., a company that operates automotive businesses globally. He also served as Senior Vice President and Head of Purchasing Division of JATCO Ltd, a group company of Nissan Motor Co., Ltd. His career includes assignments at Nissan Motor Manufacturing (UK) Ltd. and allied organizations with Renault, and thus rich in experience of management in different cultures. He has been in the automotive industry for many years and has experience in global business and management and broad insights. He assumed office as Representative Director, President of the Company in November 2024 and has fulfilled his duty in the position and demonstrated strong leadership in the efforts to tackle management issues toward achieving sustainable growth, after revitalizing the Company's business and recovering its business performance.</p> <p>Therefore, the Company proposes him again as a candidate for Director, to fulfill his duty as Representative Director, President after being elected as Director.</p> |                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Name<br>(Date of birth)                                  | Career summary<br>(positions, responsibilities and significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Number of<br>shares of<br>common stock<br>of the<br>Company held |
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| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | INAZU Shigeki<br>(November 26, 1967)<br><br>[Reelection] | <p>April 1992      Joined Nissan Motor Co., Ltd.<br/>Production Section, Engineering Department,<br/>Tochigi Plant</p> <p>November 1993      Seconded to Tokai Nissan Motor Co., Ltd.</p> <p>December 1995      Production Section, Engineering Department,<br/>Tochigi Plant, Nissan Motor Co., Ltd.</p> <p>April 2001      Manufacturing HR Department</p> <p>April 2004      Production Control Department</p> <p>April 2006      Senior Manager, Production Control Department</p> <p>April 2008      Seconded to Nissan Mexicana S.A. de C.V.</p> <p>April 2013      Manager, Production Control Department, Nissan<br/>Motor Co., Ltd.</p> <p>April 2015      General Manager, Production Control Department</p> <p>April 2019      Seconded to Nissan do Brasil Automoveis Ltda.</p> <p>April 2023      Deputy Division General Manager, Manufacturing<br/>Strategy Planning Division, Nissan Motor Co., Ltd.</p> <p>October 2024      Advisor, the Company</p> <p>November 2024      Director, Executive Vice President (in charge of<br/>Development Division, Production Engineering<br/>Division and Production Strategy Division, Head of<br/>North America Region)</p> <p>March 2025      Director, Executive Vice President (in charge of<br/>Development Division, Production Engineering<br/>Division, Production Division and SCM Division,<br/>Head of North America Region)</p> <p>April 2026      Director, Executive Vice President (in charge of<br/>Development Division, Production Engineering<br/>Division, Production SCM Division, Production Site<br/>Optimization Office, Head of North America<br/>Region) (current position)<br/>(to present)</p> | 0                                                                |
| <p>(Reason for nomination as a candidate for Director)</p> <p>Mr. INAZU Shigeki accumulated experience and achievements in the field of production control at plants and the head office of Nissan Motor Co., Ltd. In addition to serving as General Manager of Production Control Department at the head office, he accumulated experience of managing overseas subsidiaries at Nissan Mexicana S.A. de C.V. and Nissan do Brasil Automoveis Ltda., etc. He also possesses a broad-ranging career, including the engagement in HR planning and personnel development operations at production divisions in Manufacturing HR Department. He has been in the automotive industry for many years and has a wealth of experience in the field of manufacturing and global, broad insights. He was elected as Director of the Company in November 2024, and as Executive Vice President he has implemented management measures to rebuild and strengthen the global manufacturing structure of the Company.</p> <p>Therefore, the Company proposes him again as a candidate for Director, to fulfill his duty as Director, Executive Vice President after being elected as Director.</p> |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Name<br>(Date of birth)                                | Career summary<br>(positions, responsibilities and significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Number of<br>shares of<br>common stock<br>of the<br>Company held |
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| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | OGAWA Koichi<br>(January 15, 1968)<br><br>[Reelection] | <p>April 1990      Joined Saitama Bank, Limited (currently Resona Bank, Limited)</p> <p>November 2004      Group Leader, Credit Planning Division, Resona Bank, Limited</p> <p>April 2005      Group Leader, Operation Reengineering Division</p> <p>April 2010      General Manager, Sales Division II, Shiba and Azabu Area</p> <p>April 2012      General Manager, Sales Division, Meguro Ekimae Area</p> <p>April 2014      General Manager, Muromachi Branch</p> <p>April 2016      General Manager, Risk Management Division, Resona Bank, Limited</p> <p>                    General Manager, Risk Management Division, Resona Holdings, Inc.</p> <p>January 2018      General Manager, Credit Division, Resona Bank, Limited</p> <p>April 2019      Executive Officer, in charge of Compliance Management Division and Credit Planning Division, Saitama Resona Bank, Limited</p> <p>April 2020      Executive Officer, in charge of Operation Reengineering Division and Credit Planning Division</p> <p>June 2022      Executive Officer, in charge of Internal Audit Division, Resona Bank, Limited</p> <p>                    Executive Officer, in charge of Internal Audit Division, Resona Holdings, Inc.</p> <p>April 2023      Managing Executive Officer, in charge of Business Process Reengineering Division and Facility Management Division, Resona Bank, Limited</p> <p>                    Executive Officer, in charge of Business Process Reengineering Division, Facility Management Division and Group Strategy Division (business process reform), Resona Holdings, Inc.</p> <p>April 2024      Senior Managing Executive Officer (Head of Planning Division), the Company</p> <p>June 2024      Director, Senior Managing Executive Officer (Head of Planning Division)</p> <p>July 2024      Director, Senior Managing Executive Officer (Head of Planning Division, Head of Accounting &amp; Finance Group)</p> <p>April 2025      Director, Senior Managing Executive Officer (Head of Planning Division, Head of Accounting &amp; Finance Group, and General Manager of Internal Control Department)</p> <p>November 2025      Director, Senior Managing Executive Officer (Head of Planning Division, Head of Accounting &amp; Finance Group)</p> <p>March 2026      Director, Senior Managing Executive Officer (Head of Planning Division, Head of Accounting &amp; Finance Group, and General Manager of Accounting Department) (current position)<br/>(to present)</p> | 0                                                                |
| <p>(Reason for nomination as a candidate for Director)</p> <p>Mr. OGAWA Koichi served as General Manager of branch offices and General Manager of Risk Management Division and Credit Division, etc. at Resona Bank, Limited, and was in charge of business process reengineering and facility management as Managing Executive Officer of the bank before he joined the Company. He has been involved in the expansion and revitalization of companies of various sizes and in various industries through lending operations, and has the insight to accurately assess the potential of companies. Now as Director, Senior Managing Executive Officer and Head of Planning Division of the Company, he takes the overall commanding role of executing business revitalization plans.</p> <p>Therefore, the Company proposes him again as a candidate for Director, to fulfill his duty as Director, Senior Managing Executive Officer, after being elected as Director.</p> |                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Name<br>(Date of birth)                                                                | Career summary<br>(positions, responsibilities and significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Number of<br>shares of<br>common stock<br>of the<br>Company held |
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| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | NOJI Hikomitsu<br>(October 30, 1958)<br><br>[Reelection]<br>[Outside]<br>[Independent] | <p>April 1982      Joined The Yokohama Rubber Co., Ltd.</p> <p>April 2002      General Manager, Deputy Head of Shinshiro Plant</p> <p>July 2004        General Manager, Head of Mishima Plant</p> <p>January 2007    Seconded to Yokohama Tire Philippines, Inc. (YTPI)<br/>as President and CEO</p> <p>June 2008        Corporate Officer, Acting Head of Tire Production<br/>Division, The Yokohama Rubber Co., Ltd.<br/>President and CEO, YTPI</p> <p>January 2009    Corporate Officer, Head of Tire Production Division</p> <p>June 2009        Director and Managing Corporate Officer<br/>responsible for tire business, Head of Tire<br/>Production Division</p> <p>March 2011      Director and Senior Managing Corporate Officer<br/>responsible for tire business, Head of Tire<br/>Production Division</p> <p>June 2011        President and Representative Member of the Board</p> <p>March 2017      Vice Chairman of the Board<br/>Seconded to Alliance Tire Group B.V. as Chairman<br/>and Representative Director</p> <p>March 2018      Vice Chairman and Corporate Officer, The<br/>Yokohama Rubber Co., Ltd.<br/>Chairman and Representative Director, Alliance Tire<br/>Group B.V.</p> <p>March 2019      Chief Engineer, The Yokohama Rubber Co., Ltd.<br/>Chairman, President and Representative Director,<br/>Yokohama Tire Manufacturing Mississippi, LLC.</p> <p>April 2021        Advisor, The Yokohama Rubber Co., Ltd.</p> <p>April 2024        Honorary Advisor (current position)</p> <p>June 2024        Outside Director, the Company (current position)<br/>Outside Director, RICOH LEASING COMPANY,<br/>LTD. (current position)<br/>External Director, HOCHIKI CORPORATION<br/>(current position)<br/>(to present)</p> | 0                                                                |
| <p>(Reason for nomination as a candidate for Outside Director and expected roles)</p> <p>Mr. NOJI Hikomitsu has served as Plant Head, President of overseas subsidiaries and Production Division Head of The Yokohama Rubber Co., Ltd., a company that operates Tire Business and Multiple Business globally. After that, he served as President and Representative Member of the Board of the said company for six years from 2011. He has been in the automotive industry for many years through Tire Business, and has a wealth of experience and broad insights as a corporate manager. He has appropriately played roles in monitoring on business execution of the Company.</p> <p>Therefore, the Company proposes him again as a candidate for Independent Outside Director.</p> |                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Name<br>(Date of birth)                                           | Career summary<br>(positions, responsibilities and significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Number of<br>shares of<br>common stock<br>of the<br>Company held |
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| 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | MATSUOKA Daiji<br>(July 7, 1970)<br><br>[Reelection]<br>[Outside] | <p>April 1994      Joined NAGASE &amp; CO., LTD. Assigned to Plastic Department 4</p> <p>June 2001      Leader, SBU 10, Synthetic Polymers Department</p> <p>April 2005      Manager, Automotive Materials I Section, Nagoya Sales Department, Nagoya Branch</p> <p>March 2006      Business Strategy Office</p> <p>October 2007    Nagase (Hong Kong) Ltd.</p> <p>April 2013      General Manager, Electronic Media Department, Electronic Materials Department, NAGASE &amp; CO., LTD.</p> <p>July 2015      General Manager, Electronic Materials I Department, Electronic Materials Department, NAGASE &amp; CO., LTD. and President, Nagase Abrasive Materials Co., Ltd.</p> <p>September 2018 COO, Nagase (Hong Kong) Ltd. and COO, Shenzhen Nagase Trading Ltd.</p> <p>April 2022      General Manager, Mobility Solutions Department, NAGASE &amp; CO., LTD.</p> <p>April 2025      Executive Officer, General Manager, Mobility Solutions Department (current position)</p> <p>June 2025      Outside Director, the Company (current position) (to present)</p> | 0                                                                |
| <p>(Reason for nomination as a candidate for Outside Director and expected roles)</p> <p>Mr. MATSUOKA Daiji has excellent accomplishments in the management of synthetic polymers and electronic materials businesses at NAGASE &amp; CO., LTD., a company that operates businesses globally. In addition, he has experience of being stationed at overseas bases several times in his career at NAGASE &amp; CO., LTD. and also serving as President at the company's affiliated companies in and outside Japan. He currently serves as Executive Officer and General Manager, Mobility Solutions Department of NAGASE &amp; CO., LTD. and is playing a central role in leading the company's automotive business. He has a wealth of experience and deep insight as a corporate executive and has appropriately played roles in monitoring on business execution of the Company, etc. Therefore, the Company proposes him again as a candidate for Outside Director.</p> |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                  |

Notes:

1. There are no special interests between the Company and each of the candidates.
2. At the conclusion of this General Shareholders' Meeting, Mr. NOJI Hikomitsu will have served as Outside Director for 2 years, and Mr. MATSUOKA Daiji will have served as Outside Director for 1 year.
3. The Company has concluded agreements with Messrs. NOJI Hikomitsu and MATSUOKA Daiji pursuant to Article 427, Paragraph 1 of the Companies Act to limit their liability for damage pursuant to Article 423, Paragraph 1 of the same Act. The maximum amount of liability under the agreement is the minimum amount stipulated by Article 425, Paragraph 1 of the same Act. If they are elected, the Company plans to extend the agreements.
4. The Company has concluded a directors and officers liability insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act, naming all Directors and Executive Officers as the insured persons. The insurance contract covers damages that may be incurred as a result of the liability assumed by Directors, the insured persons, in the execution of their duties, or any claim made against them in connection with such liability. The insurance premiums are fully paid by the Company. If each candidate assumes office as Director, the candidate will be an insured person under the insurance contract, and the Company plans to renew the insurance contract during his or her term of office.
5. The Company has registered Mr. NOJI Hikomitsu as an Independent Director prescribed by the Tokyo Stock Exchange.

**Proposal 2: Election of Three (3) Directors Serving as Audit & Supervisory Committee Members**

The terms of office of three (3) Directors serving as Audit & Supervisory Committee Members, Messrs. MATSUYA Hideaki, KIDO Kazuhiro, and FURUKAWA Yuji, shall expire at the conclusion of this Ordinary General Shareholders' Meeting. Accordingly, we propose electing three (3) Directors serving as Audit & Supervisory Committee Members.

The Company has received an approval from Audit & Supervisory Committee for this Proposal.

The candidates for Directors serving as Audit & Supervisory Committee Members are as follows:

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Name<br>(Date of birth)                                     | Career summary<br>(positions, responsibilities and significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Number of<br>shares of<br>common stock<br>of the<br>Company held |
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| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | TAKEDA Yasuhiro<br>(December 9, 1961)<br><br>[New election] | <p>April 1984      Joined Nissan Motor Co., Ltd.</p> <p>June 1984      Engineering Section, Purchasing Management Department</p> <p>October 1987    Seconded to Nissan Cherry Tokyo Sales Co., Ltd.</p> <p>November 1989 Engineering Section, Purchasing Management Department, Nissan Motor Co., Ltd.</p> <p>January 1992    Seconded to Nissan Motor Manufacturing Corporation U.S.A.</p> <p>July 1995       Engine Parts Section, First Purchasing Department, Nissan Motor Co., Ltd.</p> <p>July 1999       Senior Manager, Purchasing Management Department</p> <p>April 2001       Seconded to Renault-Nissan Purchasing Organization</p> <p>April 2011       Joined the Company; General Manager, Purchasing Department</p> <p>April 2012       General Manager, Second Purchasing Department</p> <p>October 2012    Seconded to M-TEK, INC.</p> <p>April 2017       General Manager, Production Planning Department, Production Management Group, the Company</p> <p>April 2019       Expert Leader, Purchasing Group</p> <p>January 2021    General Manager, Internal Audit Department (current position)<br/>(to present)</p> | 1,000                                                            |
| <p>(Reason for nomination as a candidate for Director serving as Audit &amp; Supervisory Committee Member)</p> <p>Mr. TAKEDA Yasuhiro accumulated experience and achievements in the field of procurement and purchasing at Nissan Motor Co., Ltd. He also has abundant experience of management in different cultures as his career includes assignments at Nissan Motor Manufacturing Corporation U.S.A. and an allied organization with Renault. He has been in the automotive industry for many years and has experience in global business and management and broad insights. After joining the Company in April 2011, he has built his careers mainly in the purchasing department, and he also has experience of being stationed at a base in the North American region. In addition, in recent years, he has served as the head of Internal Audit Department for more than five years, and he also has acquired qualifications as a Certified Internal Auditor. His experience is expected to contribute to improving internal control, and furthermore, to increasing corporate value of the Company.</p> <p>Therefore, the Company proposes him as a new candidate for Director serving as Audit &amp; Supervisory Committee Member.</p> |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Name<br>(Date of birth)                                                            | Career summary<br>(positions, responsibilities and significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Number of<br>shares of<br>common stock<br>of the<br>Company held |
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| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | KIDO Kazuhiro<br>(March 6, 1958)<br><br>[Reelection]<br>[Outside]<br>[Independent] | <p>October 1980    Joined Tohmatsu, Awoki &amp; Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>May 1996       Designated Unlimited Liability Partner, Tohmatsu &amp; Co. (currently Deloitte Touch Tohmatsu LLC)</p> <p>May 2003       Engagement Partner</p> <p>September 2020 Retired from Deloitte Touche Tohmatsu LLC</p> <p>October 2020   Established Kido Certified Public Accountant Office (current position)</p> <p>June 2022       Outside Director (Audit &amp; Supervisory Committee Member), the Company (current position)</p> <p>June 2024       Outside Director, R&amp;D COMPUTER CO., LTD. (current position) (to present)</p> | 0                                                                |
| <p>(Reason for nomination as a candidate for Outside Director serving as Audit &amp; Supervisory Committee Member and expected roles)</p> <p>After joining Deloitte Touche Tohmatsu LLC as a certified public accountant, Mr. KIDO Kazuhiro has worked at the forefront of the audit corporation for approximately 40 years. He audited many public-interest corporations and schools, etc., in addition to general listed companies, and developed the service into one of the business lines of the firm. He retired from the said audit corporation in October 2020, to start his own accounting office. He has engaged in accounting audits of a variety of businesses and corporations with a particular focus on quality and appropriateness of auditing and reporting. Such experience and insight contribute to improving internal control, and furthermore, to increasing corporate value of the Company. There are no special interests between Mr. KIDO Kazuhiro and the Company.</p> <p>Therefore, the Company proposes him again as a candidate for Outside Director serving as Audit &amp; Supervisory Committee Member, expecting him to continue to fulfill the duty.</p> |                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Name<br>(Date of birth)                                                                 | Career summary<br>(positions, responsibilities and significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Number of<br>shares of<br>common stock<br>of the<br>Company held |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | FURUKAWA Yuji<br>(September 24, 1961)<br><br>[Reelection]<br>[Outside]<br>[Independent] | <p>April 1984      Joined The Kyowa Bank, Ltd. (currently Resona Bank, Limited)</p> <p>March 2009      Executive Officer, General Manager, Corporate Management Division and in charge of Corporate Management Division (Special Assignment), Resona Bank, Limited</p> <p>April 2012      Managing Executive Officer, in charge of Pension Sales Division and Trust Business Division</p> <p>April 2013      Representative Director, Vice President and Executive Officer, in charge of and supervising East Japan, in charge of Tokyo Metropolitan Area and in charge of and supervising Trust Section</p> <p>June 2014      Director and Representative Executive Officer, in charge of Human Resource Services Division, Resona Holdings, Inc.</p> <p>April 2017      President, Resona Kessai Service Co., Ltd.</p> <p>June 2017      Chairman, The Resona Foundation For Small And Medium Enterprise Promotion</p> <p>June 2019      Outside Member of the Board, SODA NIKKA CO., LTD. (current position)</p> <p>June 2020      Outside Director, WATANABE SATO CO., LTD. (current position)</p> <p>June 2024      Outside Director (Audit &amp; Supervisory Committee Member), the Company (current position) (to present)</p> | 0                                                                |
| <p>(Reason for nomination as a candidate for Outside Director serving as Audit &amp; Supervisory Committee Member and expected roles)</p> <p>After serving as General Manager of Corporate Management Division and being in charge of Pension Sales Division and Trust Business Division, etc., Mr. FURUKAWA Yuji played an active role as Representative Director, Vice President and Executive Officer at Resona Bank, Limited. After that, he served as President of Resona Kessai Service Co., Ltd., and then was appointed Chairman of The Resona Foundation For Small And Medium Enterprise Promotion. His guidance and advice on business execution based on corporate analysis skill that he has developed in the financial industry is expected to fully function in terms of audit. There are no special interests between Mr. FURUKAWA Yuji and the Company.</p> <p>Therefore, the Company proposes him again as a candidate for Outside Director serving as Audit &amp; Supervisory Committee Member, expecting him to continue to fulfill the duty.</p> |                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                  |

Notes:

1. There are no special interests between the Company and the candidates.
2. At the conclusion of this General Shareholders' Meeting, Mr. KIDO Kazuhiro will have served as Outside Director of the Company for 4 years, and Mr. FURUKAWA Yuji will have served as Outside Director of the Company for 2 years.
3. The Company has concluded agreements with Messrs. KIDO Kazuhiro and FURUKAWA Yuji pursuant to Article 427, Paragraph 1 of the Companies Act to limit their liability for damage pursuant to Article 423, Paragraph 1 of the same Act. The maximum amount of liability under the agreement is the minimum amount stipulated by Article 425, Paragraph 1 of the same Act. If they are elected, the Company plans to extend the agreements.
4. The Company has concluded a directors and officers liability insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act, naming all Directors and Executive Officers as the insured persons. The insurance contract covers damages that may be incurred as a result of the liability assumed by Directors, the insured persons, in the execution of their duties, or any claim made against them in connection with such liability. The insurance premiums are fully paid by the Company. If each candidate assumes office as Director, the candidate will be an insured person under the insurance contract.
5. The Company has registered Messrs. KIDO Kazuhiro and FURUKAWA Yuji as Independent Directors prescribed by the Tokyo Stock Exchange.

**Proposal 3: Election of One (1) Substitute Director Serving as Audit & Supervisory Committee Member**

To prepare for a contingency in which the Company does not have the number of Directors serving as Audit & Supervisory Committee Members prescribed by laws and regulations, we propose the election of one (1) Substitute Director serving as Audit & Supervisory Committee Member.

The Company has received an approval from Audit & Supervisory Committee for this Proposal.

The candidate for Substitute Director serving as Audit & Supervisory Committee Member is as follows:

| Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Career summary<br>(positions, responsibilities and significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Number of<br>shares of<br>common stock<br>of the<br>Company held |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| SUGINO Shoko<br>(August 7, 1945)<br><br>[Outside]<br>[Independent]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 1973 Registered as attorney-at-law<br>April 1973 Joined Fujibayashi Law Office<br>April 1994 Partner attorney (current position)<br>March 2007 Outside Auditor, Kitoku Shinryo Co., Ltd.<br>June 2014 Outside Auditor, Aoki Shinkin Bank<br>March 2017 Outside Director, MDI Corporation<br>June 2018 Outside Corporate Auditor, TAKEEI CORPORATION (current position)<br>June 2019 Outside Director, JAPAN SECURITIES FINANCE CO., LTD. (current position)<br>September 2019 Auditor, MDI Corporation<br>June 2022 Outside Director, JANOME Corporation (to present) | 0                                                                |
| (Reason for nomination as a candidate for Substitute Outside Director serving as Audit & Supervisory Committee Member and expected roles)<br>Ms. SUGINO Shoko has provided guidance to strengthen internal control as a legal advisor to the Company for many years, and has served as a lecturer for the education, etc. of Directors on several occasions. Based on these achievements, the Company has confirmed that she has sufficient information gathering ability, understanding, and practical ability to fulfill her duties as an Outside Director. She is well versed in the Company's business, and has a wealth of experience and broad insights related to corporate legal affairs and internal control. She is thus expected to appropriately play roles in monitoring on business execution of the Company.<br>Therefore, the Company proposes her again as a candidate for Substitute Outside Director serving as Audit & Supervisory Committee Member. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                  |

## Notes:

1. The Company has concluded a legal advisory contract with Ms. SUGINO Shoko.
2. There are no special interests between the Company and the candidate.
3. If Ms. SUGINO Shoko assumes her office as Outside Director serving as Audit & Supervisory Committee Member, the Company will conclude an agreement with her pursuant to Article 427, Paragraph 1 of the Companies Act to limit her liability for damage pursuant to Article 423, Paragraph 1 of the same Act. The maximum amount of liability under the agreement is the minimum amount stipulated by Article 425, Paragraph 1 of the same Act.
4. The Company has concluded a directors and officers liability insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act, naming all Directors and Executive Officers as the insured persons. The insurance contract covers damages that may be incurred as a result of the liability assumed by Directors, the insured persons, in the execution of their duties, or any claim made against them in connection with such liability. The insurance premiums are fully paid by the Company. If Ms. SUGINO Shoko assumes her office as Outside Director serving as Audit & Supervisory Committee Member, she will be an insured person under the insurance contract, and the Company plans to renew the insurance contract during her term of office.
5. If Ms. SUGINO Shoko assumes her office as Outside Director serving as Audit & Supervisory Committee Member, the Company will register her as an Independent Director prescribed by the Tokyo Stock Exchange.

**[Board Structure Subject to the Approval of Proposal 1 and Proposal 2]**

The following table shows the skills and experience of Directors of the Company

|                                                                                  | Name                                         | Corporate management | <i>Monozukuri</i><br>(Manufacturing excellence) |                          | Sales / Marketing | Finance & Accounting | HR | Legal / Governance | International experience / Diversity |
|----------------------------------------------------------------------------------|----------------------------------------------|----------------------|-------------------------------------------------|--------------------------|-------------------|----------------------|----|--------------------|--------------------------------------|
|                                                                                  |                                              |                      | R&D / IT                                        | Production / Engineering |                   |                      |    |                    |                                      |
| Directors (excluding Directors serving as Audit & Supervisory Committee Members) | FURUKAWA Koji                                | ○                    |                                                 | ○                        | ○                 | ○                    |    |                    | ○                                    |
|                                                                                  | INAZU Shigeki                                | ○                    | ○                                               | ○                        |                   | ○                    | ○  |                    | ○                                    |
|                                                                                  | OGAWA Koichi                                 | ○                    |                                                 |                          |                   | ○                    | ○  | ○                  |                                      |
|                                                                                  | NOJI Hikomitsu<br>[Outside]<br>[Independent] | ○                    | ○                                               | ○                        |                   |                      |    |                    | ○                                    |
|                                                                                  | MATSUOKA Daiji<br>[Outside]                  | ○                    |                                                 |                          | ○                 |                      |    |                    | ○                                    |
| Directors serving as Audit & Supervisory Committee Members                       | TAKEDA Yasuhiro                              |                      |                                                 | ○                        |                   |                      |    | ○                  | ○                                    |
|                                                                                  | KIDO Kazuhiro<br>[Outside]<br>[Independent]  |                      |                                                 |                          |                   | ○                    |    | ○                  |                                      |
|                                                                                  | FURUKAWA Yuji<br>[Outside]<br>[Independent]  | ○                    |                                                 |                          |                   | ○                    | ○  | ○                  |                                      |