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(Securities Code 7242)
June 5, 2026
(Start date for electronic provision measures: May 28, 2026)

To Shareholders with Voting Rights:

Masahiro Kawase
Representative Director,
President Chief Executive Officer
(CEO)
KYB Corporation
2-4-1, Hamamatsu-cho,
Minato-ku, Tokyo

NOTICE OF
THE 104TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

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

We are pleased to inform you that the 104th Ordinary General Meeting of Shareholders of KYB Corporation (the "Company") will be held for the purposes as described below.

Regarding the convocation of this General Meeting of Shareholders, measures for electronic provision have been taken and matters to be provided electronically have been posted on the Company's website. Please access the Company's website below to confirm the relevant information.

The Company's website:
https://www.kyb.co.jp/english/ir/stock_meeting.html

In addition to the Company's website, matters to be provided electronically have also been posted on the Tokyo Stock Exchange website. Please access the Tokyo Stock Exchange website below, enter and search for "KYB" in the "Issue name (company name)" search box or "7242" in the "Code" search box, then select "Basic information" and "Documents for public inspection/PR information" in order before checking "Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting" listed under "Filed information available for public inspection."

The Tokyo Stock Exchange's website:
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

If you are unable to attend the meeting, you may exercise your voting rights via the Internet or by mailing the enclosed Voting Rights Exercise Form. Please exercise your voting rights by 5:15 p.m. on Tuesday, June 23, 2026 (Japan time), after taking the time to consult the reference documents for the General Meeting of Shareholders listed in matters to be provided electronically.

The proceedings of the General Meeting of Shareholders on the day of the meeting will be made available for viewing via the Internet at a later date.

1. Video streaming period
   From 10:00 a.m. on Wednesday, July 1, 2026 to 5:15 p.m. on Friday, December 25, 2026
2. How to access the streaming video
   Please access the following URL to view the content.
   https://www.youtube.com/@kyb_official

[Notes]
- Depending on your device or network environment, you may not be able to view the video.
- Any communication charges incurred while viewing the video shall be borne by the viewer.
- For optimal viewing, we recommend using Wi-Fi connection when watching on a smartphone or tablet.
- Please refrain from recording, filming, or saving the video.

1 Date and Time: Wednesday, June 24, 2026 at 10:00 a.m. (Reception starts at 9:00 a.m.) (Japan time)

2 Place: Hamamatsucho Convention Hall, 5th Floor Main Hall
Nippon Life Hamamatsucho Crea Tower, 2-3-1, Hamamatsu-cho, Minato-ku, Tokyo

3 Meeting Agenda:

Matters to be reported:

1. Business Report, Consolidated Financial Statements for the Company's 104th Fiscal Year (April 1, 2025–March 31, 2026) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the Company's 104th Fiscal Year (April 1, 2025–March 31, 2026)

Proposals to be resolved:

Proposal 1: Appropriation of Surplus
Proposal 2: Partial Amendments to the Articles of Incorporation
Proposal 3: Election of Eight (8) Members of the Board of Directors
Proposal 4: Election of Three (3) Audit & Supervisory Board Members

4 Exercise of voting rights:

(1) If you vote both in writing on the Voting Rights Exercise Form and via the Internet, only your vote placed via the Internet will be counted.
(2) If you vote multiple times via the Internet, only the last vote will be counted.
(3) If there is no indication of approval or disapproval of the proposals on the Voting Rights Exercise Form, it will be treated as an indication of approval.

- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk. For the purpose of saving resources, please bring this NOTICE OF THE 104TH ORDINARY GENERAL MEETING OF SHAREHOLDERS to the meeting.

- We do not prepare gifts for shareholders attending the meeting. We appreciate your understanding.

- Of matters to be provided electronically, the following matters are not stated in the documents delivered to shareholders who requested delivery of a paper copy in accordance with laws and regulations and the provisions of Article 15, Paragraph 2 of the Company's Articles of Incorporation. Moreover, said documents are part of the documents audited by the Audit & Supervisory Board Members and the Accounting Auditor for the preparation of the Audit Reports.
  1) The Consolidated Statements of Changes in Equity and Notes to the Consolidated Financial Statements in the Consolidated Financial Statements
  2) The Statements of Changes in Equity and Notes to the Non-consolidated Financial Statements in the Non-consolidated Financial Statements

- Any revisions to matters to be provided electronically will be posted on each website listed above.

- Please note that persons who are not shareholders, such as non-shareholder proxies or persons accompanying shareholders, are not allowed to attend the meeting.

Reference Documents for the General Meeting of Shareholders

Proposal 1: Appropriation of Surplus

Appropriate shareholder return is an important management policy of the Company. In accordance with the Company's basic policy and in consideration of business performance for the fiscal year ended March 31, 2026, future capital investment, and other factors, the Company proposes the payment of a year-end dividend of 81 yen per share of common stock for the fiscal year under review. For class A preferred shares, the Company proposes the payment of a dividend calculated as designated at issuance.

Matters concerning year-end dividends:

1. Type of dividend property
   Cash
2. Allocation of dividend property and total amount thereof
   81 yen per share of common stock of the Company — Total amount: 3,496,741,731 yen
   3,739,726 yen per class A preferred share of the Company — Total amount: 467,465,750 yen
3. Effective date of dividends of surplus
   June 25, 2026

Proposal 2: Partial Amendments to the Articles of Incorporation

1. Reason for the amendments

With the aim of further expanding our investor base, we resolved at the Board of Directors meeting held on April 8, 2026, to conduct a share split of our common stock at a ratio of three-for-one, effective October 1, 2026, subject to the approval of the proposal on the amendments to the Articles of Incorporation at this General Meeting of Shareholders. In connection with this share split, we will amend certain provisions of the Articles of Incorporation relating to the total number of shares authorized to be issued, on the assumption that the share split will be implemented on the effective date of the amendments to the Articles of Incorporation.

2. Details of the amendments

The details of the amendments are as follows:

The amendments to the Articles of Incorporation shall take effect on October 1, 2026 (the same date as the effective date of the share split).

(Underlined portions indicate proposed amendments)

Current Articles of Incorporation	Proposed amendments
(Total number of shares authorized to be issued and total number of class shares authorized to be issued by the Company) Article 6 The total number of shares authorized to be issued by the Company shall be fifty-seven million three hundred thousand (57,300,000) shares, and the total number of shares of each class authorized to be issued by the Company shall be as follows:	(Total number of shares authorized to be issued and total number of class shares authorized to be issued by the Company) Article 6 The total number of shares authorized to be issued by the Company shall be one hundred seventy-one million nine hundred thousand (171,900,000) shares, and the total number of shares of each class authorized to be issued by the Company shall be as follows:
Common shares: fifty-seven million three hundred thousand (57,300,000) shares Class A preferred shares: one hundred twenty five (125) shares	Common shares: one hundred seventy-one million nine hundred thousand (171,900,000) shares Class A preferred shares: one hundred twenty five (125) shares

Proposal 3: Election of Eight (8) Members of the Board of Directors

The terms of office of all seven (7) Members of the Board of Directors will expire at the conclusion of this General Meeting of Shareholders. Therefore, we propose the election of eight (8) Members of the Board of Directors, increasing the number of members of the Board by one (1), with the aim of further strengthening management structure.

The candidates for the Members of the Board of Directors are as follows:

List of candidates for the Members of the Board of Directors

No.	Name	Attributes		Current positions in the Company	Attendance of the meetings of the Board of Directors
1	Masahiro Kawase	(Reappointment)		Representative Director, President Chief Executive Officer (CEO)	100% (17/17)
2	Takashi Saito	(Reappointment)		Representative Director, Executive Vice President Executive Officer, Chief Financial Officer (CFO)	100% (17/17)
3	Tomoki Takaoka	(Reappointment)		Member of the Board of Directors, Senior Managing Executive Officer, Chief Logistics Officer (CLO)	100% (12/12)
4	Minoru Ishikawa	(New appointment)		Senior Managing Executive Officer	–
5	Masakazu Sakata	(Reappointment)	(Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer)	Member of the Board of Directors (Outside)	100% (17/17)
6	Akemi Sunaga	(Reappointment)	(Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer)	Member of the Board of Directors (Outside)	100% (17/17)
7	Chizuko Tsuruta	(Reappointment)	(Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer)	Member of the Board of Directors (Outside)	100% (17/17)
8	Yukimitsu Sanada	(Reappointment)	(Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer)	Member of the Board of Directors (Outside)	100% (12/12)

No.	Name (Date of birth)	Career summary, positions, and responsibilities at the Company	Number of shares of the Company held
1	Masahiro Kawase (December 3, 1962) Male (Reappointment) Term of office as a Member of the Board of Directors: 4 years Attendance of the meetings of the Board of Directors: (17/17)	April 1985 Joined the Company January 2010 General Manager, Suspension Engineering Dept., Automotive Components Operations April 2013 Deputy General Manager, Engineering Headquarters and General Manager, Suspension Engineering Dept., Engineering Headquarters, Automotive Components Operations May 2014 General Manager, Market & Product Planning Dept. and Deputy General Manager, Engineering Headquarters, Automotive Components Operations July 2014 General Manager, Market & Product Planning Dept., Automotive Components Operations January 2016 General Manager, Engineering Headquarters and General Manager, Developmental Experiment Center, Automotive Components Operations January 2017 Deputy General Manager, Gifu North Plant, Automotive Components Operations April 2017 Executive Officer, General Manager, Steering Headquarters, Automotive Components Operations April 2019 Managing Executive Officer, General Manager, Steering Headquarters, Automotive Components Operations April 2020 Managing Executive Officer, General Manager, Suspension Headquarters and General Manager, Steering Headquarters, Automotive Components Operations April 2021 Managing Executive Officer, General Manager, Automotive Components Operations and General Manager, Suspension Headquarters, Automotive Components Operations January 2022 Managing Executive Officer, General Manager, Automotive Components Operations April 2022 Senior Managing Executive Officer, in Charge of Automotive Components Operations, in Charge of Engineering, General Manager, Automotive Components Operations and General Manager, Engineering Div. June 2022 Member of the Board of Directors, Senior Managing Executive Officer, in Charge of Automotive Components Operations, in Charge of Engineering, General Manager, Automotive Components Operations, General Manager, Engineering Div. April 2023 Member of the Board of Directors, Senior Managing Executive Officer, in Charge of Automotive Components Operations, General Manager, Automotive Components Operations and General Manager, Suspension Headquarters June 2023 Representative Director, President Chief Operating Officer (COO) June 2024 Representative Director, President Chief Executive Officer (CEO) (current position) [Reasons for proposing him as a candidate for Member of the Board of Directors] He has engaged in operations including engineering and market & product planning at the Group and possesses extensive knowledge and experience with manufacturing. He has engaged in optimizing engineering and production systems at domestic and overseas facilities and promoted a range of reforms as General Manager of Automotive Components Operations. Additionally, he has engaged in optimizing research and development and production systems as General Manager of Engineering Div. Since June 2024, he has focused on addressing key management issues in the Group as a whole as Representative Director, President and CEO. We consider that he is indispensable in order to further improve the corporate value of the Group. Consequently, we reappoint him as a candidate for Member of the Board of Directors. [Significant concurrent positions] None	11,972 (common stock)

No.	Name (Date of birth)	Career summary, positions, and responsibilities at the Company	Number of shares of the Company held
2	Takashi Saito (July 23, 1959) Male (Reappointment) Term of office as a Member of the Board of Directors: 3 years Attendance of the meetings of the Board of Directors: (17/17)	April 1984 Joined Fuji Bank, Limited (now Mizuho Bank, Ltd.) April 2011 General Manager, International Fund Dept., Fuji Bank, Limited April 2012 Executive Officer, General Manager, International Fund Dept., Fuji Bank, Limited July 2013 Executive Officer, General Manager, Derivatives Sales Dept., Fuji Bank, Limited April 2016 Managing Executive Officer, Deputy Head of Global Markets Company, Mizuho Financial Group, Inc. April 2016 Managing Executive Officer, Co-General Manager, Global Markets Division, Mizuho Bank, Ltd. May 2017 Advisor, Mizuho Human Services K.K. (now Mizuho Business Partner Co., Ltd.) June 2017 Representative Director and President, Mizuho Human Services K.K. June 2018 Audit & Supervisory Board Member (Full Time) of the Company June 2020 Managing Executive Officer, in Charge of Audit, in Charge of President office February 2021 Managing Executive Officer, in Charge of European Operations, President, KYB Europe GmbH April 2022 Managing Executive Officer, in Charge of European Operations (Deputy), President, KYB Europe GmbH June 2022 Managing Executive Officer, in Charge of European Operations, General Manager, Finance & Accounting Div. April 2023 Senior Managing Executive Officer, in Charge of European Operations, General Manager, Finance & Accounting Div. June 2023 Member of the Board of Directors, Senior Managing Executive Officer, Chief Financial Officer (CFO), in Charge of European Operations, Global Corporate Finance, CSR, and Public Relations/IR, General Manager, CSR & Safety Control Div. April 2024 Member of the Board of Directors, Senior Managing Executive Officer, Chief Financial Officer (CFO), in Charge of Global Corporate Finance, CSR, and Public Relations/IR, General Manager, CSR & Safety Control Div. June 2024 Member of the Board of Directors, Executive Vice President, Executive Officer, Chief Financial Officer (CFO), in Charge of Global Corporate Finance, CSR, and Public Relations/IR, General Manager, CSR & Safety Control Div. June 2025 Representative Director, Executive Vice President, Executive Officer, Chief Financial Officer (CFO), in Charge of Global Corporate Finance, CSR, and Public Relations/IR, General Manager, CSR & Safety Control Div. April 2026 Representative Director, Executive Vice President, Executive Officer, Chief Financial Officer (CFO), in Charge of Finance & Accounting, and Public Relations/IR (current position) [Reasons for proposing him as a candidate for Member of the Board of Directors] Based on the knowledge and experience acquired during his tenure at financial institutions, he has considerable knowledge of finance and accounting. At the Group, he possesses international experience as the head of the Company's European base, and he has worked to improve the Group's financial position as General Manager of the Finance & Accounting Div. Since June 2024, he has led a wide range of areas including global corporate finance, CSR, and public relations/IR as Executive Vice President Executive Officer and Chief Financial Officer (CFO). Since June 2025, he has focused on addressing key management issues in the Group as a whole as Representative Director. We consider that he is indispensable in order to further improve the corporate value of the Group. Consequently, we reappoint him as a candidate for Member of the Board of Directors. [Significant concurrent positions] None	8,530 (common stock)

No.	Name (Date of birth)	Career summary, positions, and responsibilities at the Company		Number of shares of the Company held
3	Tomoki Takaoka (November 21, 1961) Male (Reappointment) Term of office as a Member of the Board of Directors: 1 year Attendance of the meetings of the Board of Directors: (12/12)	April 1986 May 2006 February 2011 March 2018 April 2019 January 2021 April 2022 August 2022 April 2023 June 2023 April 2024 April 2025 June 2025 February 2026 April 2026 	Joined the Company General Manager, KYB Manufacturing North America, Inc. (now KYB Americas Corporation) General Manager, Sales Dept. No. 1, Sales & Marketing Headquarters and General Manager, Sales Planning Dept., Sales & Marketing Headquarters, Automotive Components Operations Deputy General Manager, Purchasing Div. and General Manager, Purchasing Dept. No. 1, Purchasing Div. Executive Officer, General Manager, Purchasing Div. and General Manager, Purchasing Dept. No. 1, Purchasing Div. Executive Officer, General Manager, Purchasing & Logistics Div. and General Manager, Purchasing Dept. No. 1, Purchasing & Logistics Div. Managing Executive Officer, in Charge of Global Corporate Planning, Domestic Affiliate Companies, Cybersecurity Measures and Purchasing & Logistics and General Manager, Purchasing & Logistics Div. Managing Executive Officer, in Charge of Global Corporate Planning, Domestic Affiliate Companies, Cybersecurity Measures, Purchasing & Logistics and Aircraft Components Div. General Manager, Purchasing & Logistics Div. and General Manager, Corporate Planning Div. Managing Executive Officer, in Charge of Global Corporate Planning, Domestic Affiliate Companies; General Manager, TQM Promotion Dept., Corporate Planning Div., and General Manager, General Affairs & Human Resources Div. Managing Executive Officer, in Charge of Global Corporate Planning, and Domestic Affiliate Companies; General Manager, TQM Promotion Dept. and ESG Promotion Dept., Corporate Planning Div. and General Manager, General Affairs & Human Resources Div. Senior Managing Executive Officer, General Manager, General Affairs & Human Resources Div. and General Manager, Hydraulic Components Operations Senior Managing Executive Officer, in Charge of Hydraulic Components Operations; General Manager, General Affairs & Human Resources Div. and General Manager, Hydraulic Components Operations Member of the Board of Directors, Senior Managing Executive Officer, in Charge of Hydraulic Components Operations; General Manager, General Affairs & Human Resources Div. and General Manager, Hydraulic Components Operations Member of the Board of Directors, Senior Managing Executive Officer, Chief Logistics Officer (CLO), in Charge of General Affairs & Human Resources, Sales & Marketing, and Purchasing & Logistics, General Manager, General Affairs & Human Resources Div. Member of the Board of Directors, Senior Managing Executive Officer, Chief Logistics Officer (CLO), in Charge of Sales & Marketing, Purchasing & Logistics, and Automotive Components Operations, General Manager, Automotive Components Operations (current position)	7,699 (common stock)

		[Reasons for proposing him as a candidate for Member of the Board of Directors] In addition to his long-term contribution to the sales and purchasing divisions, he has demonstrated outstanding leadership in formulating and executing corporate planning as General Manager of the Corporate Planning Div. He also contributed to the efficient operation of the entire organization and the enhancement of employee morale by taking on the role of General Manager of General Affairs & Human Resources Div. Since June 2025, he has promoted organizational growth from a company-wide perspective as Member of the Board of Directors and Senior Managing Executive Officer. Based on his achievements, we expect that he will contribute to decision-making and oversight of the execution of business operations across the entire Group. Consequently, we reappoint him as a candidate for Member of the Board of Directors. [Significant concurrent positions] None	

No.	Name (Date of birth)	Career summary, positions, and responsibilities at the Company	Number of shares of the Company held
4	Minoru Ishikawa (July 28, 1963) Male (New appointment)	April 1986 Joined the Company May 2005 KYB Hydraulics Industry (Zhenjiang) Ltd. June 2008 General Manager, Administration Dept., Sagami Plant June 2009 General Manager, Operations Planning Dept., Hydraulic Components Operations April 2016 General Manager, Corporate Planning Dept., Corporate Planning Div. April 2018 Executive Officer, Deputy General Manager, Corporate Planning Div. and General Manager, IT Planning Dept. January 2019 Executive Officer, Deputy General Manager, Seismic Isolation / Mitigation Correspondence Operations and General Manager, Supervision Administration Dept August 2019 Executive Officer, Deputy General Manager, Seismic Isolation / Mitigation Correspondence Operations and General Manager, Promotion Headquarters February 2020 Executive Officer, General Manager, CSR & Safety Control Div., Deputy General Manager, Seismic Isolation / Mitigation Correspondence Operations and General Manager, Promotion Headquarters April 2020 Managing Executive Officer, General Manager, CSR & Safety Control Div. April 2022 Managing Executive Officer, General Manager, CSR & Safety Control Div. and General Manager, General Affairs & Human Resources Div. April 2023 Senior Managing Executive Officer, General Manager, CSR & Safety Control Div. June 2023 Senior Managing Executive Officer, in Charge of Automotive Components Operations and Chinese Operations, General Manager, Automotive Components Operations and General Manager, Suspension Headquarters April 2026 Senior Managing Executive Officer, in Charge of Human Resources and ESG, General Manager, Human Resources Div. and General Manager, ESG Div. (current position) [Reasons for proposing him as a candidate for Member of the Board of Directors] He worked to optimize business operations as General Manager, Operations Planning Dept., Hydraulic Components Operations and General Manager, Automotive Components Operations. He also contributed to the formulation and execution of corporate management strategies as Deputy General Manager, Corporate Planning Div. In addition, he served as General Manager, CSR & Safety Control Div. and General Manager, General Affairs & Human Resources Div., and possesses extensive expertise and practical experience in the areas of ESG, as well as in human capital management. Based on his achievements in promoting organizational growth from a company-wide perspective, we expect that he will contribute to decision-making and oversight of the execution of business operations across the entire Group. Consequently, we appoint him as a candidate for Member of the Board of Directors. [Significant concurrent positions] None	7,654 (common stock)

No.	Name (Date of birth)	Career summary, positions, and responsibilities at the Company	Number of shares of the Company held
5	Masakazu Sakata (August 2, 1959) Male (Reappointment) (Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer) Term of office as a Member of the Board of Directors (Outside): 6 years Attendance of the meetings of the Board of Directors: (17/17)	April 1983 Joined Fuji Xerox Co., Ltd. (now FUJIFILM Business Innovation Corp.) April 2007 General Manager, Public Relations and Advertisement Dept., Fuji Xerox Co., Ltd. April 2010 Senior Vice President, Fuji Xerox Advanced Technology Co., Ltd. (now FUJIFILM Business Innovation Corp.) June 2011 Senior Vice President and Director, Fuji Xerox Advanced Technology Co., Ltd. June 2015 Executive Vice President, Fuji Xerox Information Systems Co., Ltd. (now FUJIFILM Corporation) June 2017 President and Representative Director, Fuji Xerox Advanced Technology Co., Ltd. (now FUJIFILM Business Innovation Corp.) April 2019 Senior Adviser, Fuji Xerox Co., Ltd. (now FUJIFILM Business Innovation Corp.) June 2020 Member of the Board of Directors (Outside) of the Company (current position) June 2020 Audit & Supervisory Board Member (Outside), ULS Group, Inc. October 2020 Member of the Board of Directors (Outside), PLANET, INC. June 2021 Member of the Board of Directors (Outside) (Audit & Supervisory Committee Member), ULS Group, Inc. October 2022 Representative Director and President, President and Chief Executive Officer, PLANET, INC. (current position) November 2024 Adviser, co-creation Value Institute (current position) [Reasons for proposing him as a candidate for Member of the Board of Directors (Outside) and overview of expected roles] Since assuming office as Member of the Board of Directors (Outside) in 2020, he has properly performed supervisory function in regard to business execution in areas of business renovation such as work style reforms that prioritize diversity in the Company, the promotion of IT efficiency, and productivity improvements in back-office operations based on broad knowledge and experience cultivated at Fuji Xerox Co., Ltd. We expect him to continue giving us useful advice and guidance. Consequently, we reappoint him as a candidate for Member of the Board of Directors (Outside). [Significant concurrent positions] Representative Director and President, President and Chief Executive Officer, PLANET, INC. Adviser, co-creation Value Institute	1,755 (common stock)

No.	Name (Date of birth)	Career summary, positions, and responsibilities at the Company	Number of shares of the Company held
6	Akemi Sunaga (August 14, 1961) Female (Reappointment) (Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer) Term of office as a Member of the Board of Directors (Outside): 4 years Attendance of the meetings of the Board of Directors: (17/17)	October 1989 Joined Auditing Department, Aoyama Audit Corporation (now PricewaterhouseCoopers Japan LLC) February 1991 Joined Auditing Department, Chuo Audit Corporation November 1994 Established Sunaga CPA Firm; Representative (current position) November 1996 Established Marunouchi Business Consulting Ltd.; Representative Director and President (current position) January 2012 Established Marunouchi Business Consulting Tax Co.; Representative Partner (current position) June 2016 Audit & Supervisory Board Member (Outside), Matsumotokiyoshi Holdings Co., Ltd. (now MatsukiyoCocokara & Co.) June 2017 Established Marunouchi Audit Corporation; Senior Partner (current position) March 2019 Alternate Audit & Supervisory Board Member, Lion Corporation June 2020 Member of the Board of Directors (Outside) (Audit & Supervisory Committee Member), USHIO INC. (current position) June 2020 Member of the Board of Directors (Outside) (Audit and Supervisory Committee Member), YOMEISHU SEIZO CO., LTD. (current position) June 2021 Audit & Supervisory Board Member (Outside), Prima Meat Packers, Ltd. (current position) June 2022 Member of the Board of Directors (Outside) of the Company (current position) March 2023 Audit & Supervisory Board Member (Outside), Lion Corporation (current position) [Reasons for proposing her as a candidate for Member of the Board of Directors (Outside) and overview of expected roles] She possesses expert knowledge and a wealth of experience as a CPA and tax accountant, and serves as an Audit & Supervisory Board Member (Outside) and Member of the Board of Directors (Outside) (Audit & Supervisory Committee Member) at other companies. Based on such experience, she has appropriately performed her supervisory function at the Company as well. We expect her to continue giving us useful advice and guidance. Consequently, we reappoint her as a candidate for Member of the Board of Directors (Outside). [Significant concurrent positions] Representative, Sunaga CPA Firm Representative Director and President, Marunouchi Business Consulting Ltd. Representative Partner, Marunouchi Business Consulting Tax Co. Senior Partner, Marunouchi Audit Corporation Member of the Board of Directors (Outside) (Audit & Supervisory Committee Member), USHIO INC. Member of the Board of Directors (Outside) (Audit and Supervisory Committee Member), YOMEISHU SEIZO CO., LTD. Audit & Supervisory Board Member (Outside), Prima Meat Packers, Ltd. Audit & Supervisory Board Member (Outside), Lion Corporation	864 (common stock)

No.	Name (Date of birth)	Career summary, positions, and responsibilities at the Company	Number of shares of the Company held
7	Chizuko Tsuruta (March 2, 1974) Female (Reappointment) (Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer) Term of office as a Member of the Board of Directors (Outside): 3 years Attendance of the meetings of the Board of Directors: (17/17)	April 2000 Prosecutor, Tokyo District Public Prosecutors Office December 2007 Registered as an attorney (Daini Tokyo Bar Association) Joined Blakemore & Mitsuki April 2009 Joined Shiroyama Sogo Law Office April 2012 Joined Tsuruta Rokurou Law Office (current position) June 2023 Member of the Board of Directors (Outside) of the Company (current position) [Reasons for proposing her as a candidate for Member of the Board of Directors (Outside) and overview of expected roles] She has properly performed supervisory function regarding enhancement of internal control and compliance at the Company as she possesses professional knowledge and experience as an attorney. We expect her to continue giving us useful advice and guidance. Consequently, we reappoint her as a candidate for Member of the Board of Directors (Outside). Although she has not participated in corporate management, we expect that she will duly perform her duties as a Member of the Board of Directors (Outside) for the above-mentioned reasons. [Significant concurrent positions] Attorney, Tsuruta Rokurou Law Office	568 (common stock)

No.	Name (Date of birth)	Career summary, positions, and responsibilities at the Company	Number of shares of the Company held
8	Yukimitsu Sanada (September 23, 1957) Male (Reappointment) (Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer) Term of office as a Member of the Board of Directors (Outside): 1 year Attendance of the meetings of the Board of Directors: (12/12)	April 1981 Joined the Bank of Tokyo, Ltd. (now MUFG Bank, Ltd.) May 1997 Acting Branch Manager, Seoul Branch, The Bank of Tokyo-Mitsubishi, Ltd. (now MUFG Bank, Ltd.) December 1997 General Manager, Corporate Credit Department, Tokyo Branch, Dresdner Bank AG April 2002 Professor, Faculty of Communication, Aichi Shukutoku University April 2004 Professor, Faculty of Business, Aichi Shukutoku University (current position) Concurrently serves as Professor, Faculty of Communication, Aichi Shukutoku University (current position) June 2014 Outside Auditor, The Tama Shinkin Bank (current position) June 2021 Outside Director, The Musashino Bank, Ltd. (current position) October 2024 Professor Emeritus, Aichi Shukutoku University (current position) Vice President and Professor, Kaetsu University June 2025 Member of the Board of Directors (Outside) of the Company (current position) April 2026 President and Professor, Kaetsu University (current position) [Reasons for proposing him as a candidate for Member of the Board of Directors (Outside) and overview of expected roles] As an expert in economics, he possesses a high level of expertise in the economic and financial industries. Based on his wealth of experience, including overseas experience and his former position as General Manager of Corporate Credit Department at Dresdner Bank's Tokyo Branch, he is expected to continue providing valuable insights and guidance for our financial strategy and risk management. Consequently, we reappoint him as a candidate for Member of the Board of Directors (Outside). Although he has not participated in corporate management other than as an outside director, we expect that he will duly perform his duties as a Member of the Board of Directors (Outside) for the above-mentioned reasons. [Significant concurrent positions] Outside Auditor, The Tama Shinkin Bank Outside Director, The Musashino Bank, Ltd. President and Professor, Kaetsu University Professor Emeritus, Aichi Shukutoku University Professor, Faculty of Business, Aichi Shukutoku University Concurrently serves as Professor, Faculty of Communication, Aichi Shukutoku University	0 (common stock)

(Note 1) No conflict of interests exists between any of the above candidates and the Company.

(Note 2) The Company has designated Mr. Masakazu Sakata, Ms. Akemi Sunaga, Ms. Chizuko Tsuruta, and Mr. Yukimitsu Sanada, candidates, as independent officers under the rules of the Tokyo Stock Exchange and filed the designations with the Tokyo Stock Exchange. If the reappointment of Mr. Masakazu Sakata, Ms. Akemi Sunaga, Ms. Chizuko Tsuruta, and Mr. Yukimitsu Sanada is approved, the Company will continue to designate them as independent officers.

(Note 3) Liability limitation agreement with Members of the Board of Directors (Outside):
Mr. Masakazu Sakata, Ms. Akemi Sunaga, Ms. Chizuko Tsuruta, and Mr. Yukimitsu Sanada, candidates, have each entered into a liability limitation agreement with the Company. If the reappointment of Mr. Masakazu Sakata, Ms. Akemi Sunaga, Ms. Chizuko Tsuruta, and Mr. Yukimitsu Sanada, candidates, is approved, the Company will continue the said agreement with each of them. The outline of the liability limitation agreement is as follows: If Mr. Masakazu Sakata/Ms. Akemi Sunaga/Ms. Chizuko Tsuruta/Mr. Yukimitsu Sanada become liable to the Company for failure to perform his/her duties as a Member of the Board of Directors (Outside) after the conclusion of the liability limitation agreement, the maximum amount of his/her liability shall be twice the value of the annual property benefits that he/she has received or should receive from the Company as consideration for the execution of his/her duties during his/her term of office as calculated by the method provided in Article 113 of the Regulations for Enforcement of the Companies Act, and any amount in excess of the maximum amount shall be exempted from the liability, provided that he/she has conducted his/her duties in good faith and without gross negligence.

(Note 4) The Company has entered into a directors and officers liability insurance contract to insure its Members of the Board of Directors, Audit & Supervisory Board Members, and Executive Officers. The insurance contract covers the liability of

insured persons arising in the performance of their duties and damage claims received pertaining to the pursuit of said liability. However, there are certain exclusions, such as no coverage for liability arising from actions taken with the knowledge that they were in violation of laws and regulations. The Company bears the entire premium for all the insured persons. If the candidates assume office, they will become insured persons under the said insurance contract. The Company renews the said insurance contract in May every year.

(Note 5) The "Number of shares of the Company held," as stated above, includes both the shares directly held by the candidate and those held through the Officers' Shareholding Association. (Fractions of less than one share are rounded down.)

<Reference>
Specialty and Experience of Directors (Skill Matrix)
The Company has sorted out specialty and experience (skills) necessary to achieve the corporate spirit and medium-term management plan of the Group as well as for the Board of Directors to fully exercise its function. The Company will consider revising such skills as necessary going forward. The following skill matrix indicates skills that are particularly expected of each Director candidate and does not represent all of the knowledge possessed by each Director candidate.

Name	Current positions in the Company	Corporate management	Global	Finance/ Accounting	Legal/ Compliance	Sales /Purchasing /Marketing	Manufacturing (production/ engineering/ product development)	IT/DX
Masahiro Kawase (Reappointment)	Representative Director, President CEO	●	●			●	●	●
Takashi Saito (Reappointment)	Representative Director, Executive Vice President Executive Officer, CFO	●	●	●	●			
Tomoki Takaoka (Reappointment)	Member of the Board of Directors, Senior Managing Executive Officer, CLO	●	●			●		
Minoru Ishikawa (New appointment)	Senior Managing Executive Officer	●	●	●	●			●
Masakazu Sakata (Reappointment) (Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer)	Member of the Board of Directors (Outside)	●		●		●	●	●
Akemi Sunaga (Reappointment) (Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer)	Member of the Board of Directors (Outside)	●		●				
Chizuko Tsuruta (Reappointment) (Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer)	Member of the Board of Directors (Outside)				●			
Yukimitsu Sanada (Reappointment) (Candidate for Member of the Board of Directors (Outside)) (Candidate for Independent Officer)	Member of the Board of Directors (Outside)		●	●		●		

Proposal 4: Election of Three (3) Audit & Supervisory Board Members

At the conclusion of this General Meeting of Shareholders, Audit & Supervisory Board Member Mr. Osamu Kunihara will step down due to his resignation, and the terms of office of Audit & Supervisory Board Member Ms. Junko Watanabe will expire. Therefore, we propose the election of three (3) Audit & Supervisory Board Members, increasing the number of Audit & Supervisory Board Members by one (1), with the aim of further strengthening governance.

The Audit & Supervisory Board has given its consent to this proposal in advance.

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

Mr. Atsushi Fujii, a candidate for Audit & Supervisory Board Member will be appointed as a substitute for Mr. Osamu Kunihara, Audit & Supervisory Board Member. His term of office shall be until the expiration of the term of office of the retiring Audit & Supervisory Board Member in accordance with the provisions of the Articles of Incorporation of the Company. In addition, the terms of office for Ms. Midori Kakiuchi and Mr. Hiroyuki Hatano, the candidates for the Audit & Supervisory Board Members will expire at the conclusion of the Ordinary General Meeting of Shareholders pertaining to the final fiscal year ending within four (4) years of their appointment.

No.	Name (Date of birth)	Career summary and positions at the Company	Number of shares of the Company held
1	Atsushi Fujii (February 10, 1962) Male (New appointment)	April 1985 Joined the Company January 2011 General Manager, Sagami Hydraulics Components Engineering Dept., Engineering Headquarters, Hydraulic Components Operations April 2018 Managing Executive Officer, KYB-YS Co., Ltd. April 2021 Senior Managing Executive Officer, KYB-YS Co., Ltd. January 2023 Deputy General Manager, Engineering Div., General Manager, Basic Technology R&D Center and Curator, KYB Museum of the Company April 2023 Managing Executive Officer, in Charge of Engineering, General Manager, Engineering Div., Basic Technology R&D Center and Curator, KYB Museum April 2025 Managing Executive Officer, in Charge of Engineering, General Manager, Engineering Div. and Deputy General Manager, Hydraulic Components Operations April 2026 Managing Executive Officer, Deputy General Manager, Hydraulic Components Operations (current position) [Reasons for proposing him as a candidate for Audit & Supervisory Board Member] He possesses in-depth expertise in the fields of technology, research, and development, and is well-versed in the Hydraulic Components Operations. He also has considerable knowledge of corporate management based on his management experience at KYB-YS Co., Ltd. We expect that his knowledge and experience would be beneficial to our audit operations. Consequently, we appoint him as a candidate for Audit & Supervisory Board Member. [Significant concurrent positions] None	2,872 (common stock)

No.	Name (Date of birth)	Career summary and positions at the Company	Number of shares of the Company held
2	Midori Kakiuchi (May 11, 1965) Female (New appointment) (Candidate for Audit & Supervisory Board Member (Outside)) (Candidate for Independent Officer)	April 1988 Joined Nissan Motor Co., Ltd. April 2011 Senior Manager, Market Performance Group, Legal Department, Nissan Motor Co., Ltd. July 2014 Commissioner, Head of Legal and Compliance Office, Administration, Gurunavi, Inc. June 2015 Director, Executive Officer and Manager of Human Resources Division, Gurunavi, Inc. May 2018 Director, Managing Executive Officer, Deputy Head of Administration, Head of Diversity Promotion Office, and Head of Legal and Compliance Office, Gurunavi, Inc. August 2019 Director, Executive Officer, Deloitte Tohmatsu Consulting LLC. April 2021 Compliance Officer, Ericsson Japan K.K. June 2023 Audit & Supervisory Board Member (Outside), KI-STAR REAL ESTATE CO., LTD (current position) [Reasons for proposing her as a candidate for Audit & Supervisory Board Member (Outside)] She has considerable knowledge and extensive experience in legal affairs, compliance, and corporate governance. We expect that she will give us useful advice and guidance. Consequently, we appoint her as a candidate for Audit & Supervisory Board Member (Outside). [Significant concurrent positions] Audit & Supervisory Board Member (Outside), KI-STAR REAL ESTATE CO., LTD	0 (common stock)

No.	Name (Date of birth)	Career summary and positions at the Company	Number of shares of the Company held
3	Hiroyuki Hatano (April 16, 1961) Male (New appointment) (Candidate for Audit & Supervisory Board Member (Outside)) (Candidate for Independent Officer)	April 1984 Joined The Fuji Bank, Limited (now Mizuho Bank, Ltd.) January 2000 Manager, Corporate Planning Division, Fuji Investment Management Co., Ltd. (now Asset Management One Co., Ltd.) January 2005 Deputy Manager, Eighth Sales Division, Mizuho Corporate Bank, Ltd. (now Mizuho Bank, Ltd.) May 2007 General Manager of Fukuyama Branch, Mizuho Bank, Ltd. April 2009 Manager, Corporate Planning Division, Trust & Custody Services Bank, Ltd. (now Custody Bank of Japan, Ltd.) October 2011 General Manager of Kyoto Branch, Mizuho Trust & Banking Co., Ltd. April 2014 Corporate Auditor, Mizuho Trust & Banking Co., Ltd. June 2017 Member of the Board of Directors (Audit & Supervisory Committee Member), Mizuho Trust & Banking Co., Ltd. December 2019 Director serving as Full-Time Audit and Supervisory Committee Member, MARUYAMA MFG. CO., INC. [Reasons for proposing him as a candidate for Audit & Supervisory Board Member (Outside)] He has considerable knowledge of finance and accounting based on his extensive experience he gained during his tenure at a financial institution. We expect that he will give us useful advice and guidance. Consequently, we appoint him as a candidate for Audit & Supervisory Board Member (Outside). [Significant concurrent positions] None	0 (common stock)

(Note 1) No conflict of interests exists between any of the above candidates and the Company.

(Note 2) If the appointment of Ms. Midori Kakiuchi and Mr. Hiroyuki Hatano, candidates, is approved, the Company will designate them as independent officers under the rules of the Tokyo Stock Exchange and file the designation with the Tokyo Stock Exchange.

(Note 3) Liability limitation agreement with Audit & Supervisory Board Members:
If the appointment of Mr. Atsushi Fujii, Ms. Midori Kakiuchi and Mr. Hiroyuki Hatano, candidates, is approved, the Company shall enter into a liability limitation agreement with them. The outline of the liability limitation agreement is as follows: If Mr. Atsushi Fujii/Ms. Midori Kakiuchi/Mr. Hiroyuki Hatano become liable to the Company for failure to perform his/her duties as an Audit & Supervisory Board Member after the conclusion of this agreement, the maximum amount of his/her liability shall be twice the value of the annual property benefits that he/she has received or should receive from the Company as consideration for the execution of his/her duties during his/her term of office as calculated by the method provided in Article 113 of the Regulations for Enforcement of the Companies Act, and any amount in excess of the maximum amount shall be exempted from the liability, provided that he/she has conducted his/her duties in good faith and without gross negligence.

(Note 4) The Company has entered into a directors and officers liability insurance contract to insure its Members of the Board of Directors, Audit & Supervisory Board Members, and Executive Officers. The insurance contract covers the liability of insured persons arising in the performance of their duties and damage claims received pertaining to the pursuit of said liability. However, there are certain exclusions, such as no coverage for liability arising from actions taken with the knowledge that they were in violation of laws and regulations. The Company bears the entire premium for all the insured persons. If the candidates assume office, they will become insured persons under the said insurance contract. The Company renews the said insurance contract in May every year.