Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

(Securities Code: 8057)
September 24, 2026

To our shareholders:

Noboru Okubo,
President and CEO
UCHIDA YOKO CO., LTD.
4-7, Shinkawa 2-chome, Chuo-ku, Tokyo

Notice of the 88th Annual General Meeting of Shareholders

We are pleased to announce the 88th Annual General Meeting of Shareholders (the "Meeting") of UCHIDA YOKO CO., LTD. (the "Company"), which will be held as indicated below.

When convening the Meeting, the Company takes measures for providing in electronic format the information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which the measures for providing information in electronic format are to be taken). This information is posted on each of the following websites, so please access either of those websites to confirm the information.

The Company's website:

https://www.uchida.co.jp/ (available in Japanese only)

From the above website, select "Information for Shareholders and Investors," "IR Events," and then "General Meeting of Shareholders."

Tokyo Stock Exchange (TSE) website (Listed Company Search):

https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

Access the TSE website shown above, enter "UCHIDA YOKO" in "Issue name (company name)" or the Company's securities code "8057" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Meeting of Shareholders/Informational Materials for a General Meeting of Shareholders]."

If you are not attending the Meeting in person, you can exercise your voting rights in writing (by mail) or via the Internet, etc. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by no later than 5:15 p.m. on Friday, October 9, 2026 (JST). For your reference, the summary of the instructions on exercise of voting rights via the Internet or in writing (by mail) is as follows.

[Voting by mail]

You can vote by mail by indicating your approval or disapproval of each proposal on the enclosed voting form and returning the form by postal mail.

[Voting via the Internet, etc.]

You can vote via the Internet, etc. by accessing the website for exercising voting rights specified by the Company (https://www.web54.net) (in Japanese) and exercising your voting rights using the "Code for the exercise of voting rights" and the "Password" provided on the enclosed voting form in accordance with the directions on the screen.

1. **Date and Time:** Saturday, October 10, 2026, at 10:00 a.m. (JST)
2. **Venue:** Room number 801, 8F, Tekko Kaikan
2-10 Nihonbashi-kayabacho 3-chome, Chuo-ku, Tokyo
3. **Objectives of the Meeting**

Matters to be reported

1. The Business Report and the Consolidated Financial Statements for the 88th fiscal year (from July 21, 2025 to July 20, 2026), as well as the results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Board
2. The Non-consolidated Financial Statements for the 88th fiscal year (from July 21, 2025 to July 20, 2026)

Matters to be resolved

Proposal No. 1: Appropriation of Surplus

Proposal No. 2: Election of Nine (9) Directors

4. **Arrangements in Convening the Meeting (Instructions on Exercise of Voting Rights)**

(1) If there is no indication of approval or disapproval for each proposal when you exercise your voting rights in writing (by mail), it will be treated as an indication of approval.

(2) If you exercise your voting rights via the Internet, etc. multiple times, the vote exercised last will be recorded as the effective vote.

(3) If you exercise your voting rights both in writing (by mail) and via the Internet, etc., the latter will prevail regardless of the date and time the written form was received by the Company.

- When you attend the Meeting, you are kindly requested to present the voting form at the reception.
- If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on each website.
- For the Meeting, paper-based documents stating items subject to measures for electronic provision will be delivered to all shareholders regardless of whether they have made a request for delivery of such documents. Among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations and Article 15 of the Articles of Incorporation of the Company, the following items are not provided in the paper-based documents to be delivered. The Audit and Supervisory Board Members and the Accounting Auditor have audited the documents subject to audit, including the following items.
  - (i) "Status of Employees, Status of Accounting Auditor, and System and Policy of the Company" in the Business Report
  - (ii) "Consolidated Statement of Changes in Equity" and "Notes to Consolidated Financial Statements" in the Consolidated Financial Statements
  - (iii) "Non-consolidated Balance Sheet," "Non-consolidated Statement of Income," "Non-consolidated Statement of Changes in Equity," and "Notes to Non-consolidated Financial Statements" in the Non-consolidated Financial Statements
  - (iv) "Accounting Auditor's Report on Non-consolidated Financial Statements" in the Audit Report

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal No. 1: Appropriation of Surplus

The Company proposes the appropriation of surplus as follows.

Matters related to year-end dividend:

The Company aims for sound and sustainable growth to increase comprehensive shareholders' value over the long term. The Company's basic policy on returns of profits to shareholders is to strive to further develop and enhance returns to shareholders in the future, on an assumption of maintaining steady dividends, while striking a balance between "strengthening the financial base" and "investment for realizing the Company's management strategies for the medium and long term."

Regarding the year-end ordinary dividend for the 88th fiscal year, although ¥72 per share was initially planned, as business results have significantly exceeded the initial forecast and profit attributable to owners of parent has increased substantially, the Company proposes a year-end ordinary dividend of ¥76 per share, a further increase of ¥4 per share.

The Company conducted a 5-for-1 stock split of common shares effective January 21, 2026. When converting the year-end ordinary dividend for the 87th fiscal year after the stock split, it amounts to ¥60 per share, resulting in an increase of ¥16 per share compared to the 87th fiscal year.

(1) Type of dividend property

Cash

(2) Dividend property allotment to shareholders and total amount thereof

Dividends per common share of the Company: ¥76 (of which, an ordinary dividend is ¥76)

Total amount of dividends: ¥3,750,368,960

(3) Effective date of the dividend of surplus

October 14, 2026

<Reference>

Change in Dividend Policy

From the 89th fiscal year (the fiscal year ending July 20, 2027), regarding the dividend policy, the Company will implement a progressive dividend policy, under which it will, in principle, maintain or increase the dividend level.

1. Details of the change

The details of the change are as follows.

(The underlined part indicates a change.)

Before change	After change
The Company aims for sound and sustainable growth to increase comprehensive shareholders' value over the long term. The Company's basic policy on returns of profits to shareholders is to strive to further develop and enhance returns to shareholders in the future, on an assumption of maintaining steady dividends, while striking a balance between "strengthening the financial base" and "investment for realizing the Company's management strategies for the medium and long term."	The Company aims for sound and sustainable growth to increase comprehensive shareholders' value over the long term. The Company's basic policy on returns of profits to shareholders is to strive to further develop and enhance returns to shareholders in the future, on an assumption of maintaining steady dividends, while striking a balance between "strengthening the financial base" and "investment for realizing the Company's management strategies for the medium and long term." Under this policy, the Company will implement a progressive dividend policy, under which it will, in principle, maintain or increase the dividend level.

2. Reason for the change

The Company regards shareholder returns as one of its most important management priorities. Therefore, the Company has decided to revise its dividend policy to provide stable and sustainable dividends without being unduly affected by short-term fluctuations in business performance.

Proposal No. 2: Election of Nine (9) Directors

At the conclusion of the Meeting, the terms of office of all nine (9) current Directors will expire. Accordingly, the Company proposes to elect nine (9) Directors. The proposed candidates are as follows.

Candi-date No.	Name	Current position and responsibility in the Company		Attendance at Board of Directors Meetings during the 88th fiscal year
1	Noboru Okubo	President and CEO	Reelection Male	15/15 (100%)
2	Toyotsugu Miyamura	Director and Senior Executive Managing Officer, and Executive Manager of Public ICT	Reelection Male	15/15 (100%)
3	Akio Shirakata	Director and Senior Executive Managing Officer, and Executive Manager of ICT Engineer	Reelection Male	15/15 (100%)
4	Satoshi Koyanagi	Director and Executive Managing Officer, Executive Manager of Sales Support Management Group, and in charge of Human Resources	Reelection Male	15/15 (100%)
5	Shoichiro Satoh	Director and Executive Managing Officer, Executive Manager of Finance Management Group, in charge of Corporate Planning and General Affairs, and General Manager of Corporate Planning Department	Reelection Male	15/15 (100%)
6	Keiji Takasaki	Director and Lead Executive Officer, and General Manager of Nationwide Facility Sales Division	Reelection Male	11/11 (100%)
7	Kuniharu Takemata	Outside Director	Reelection Male Outside Director Independent Officer	15/15 (100%)
8	Keiji Imajo	Outside Director	Reelection Male Outside Director Independent Officer	15/15 (100%)
9	Masako Tanaka	Outside Director	Reelection Female Outside Director Independent Officer	15/15 (100%)

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">1</td><td>Reelection
Male

Noboru Okubo
(July 1, 1954)

Attendance at Board of Directors Meetings during the 88th fiscal year
15/15 (100%)</td><td>Mar. 1979 Joined the Company
Oct. 2003 Director, General Manager of Educational Systems Division
July 2005 Managing Director, Vice General Manager of Marketing Headquarters, and General Manager of Educational Systems Division
July 2008 Director and Senior Executive Managing Officer, General Manager of Marketing Headquarters, General Manager of Educational Systems Division of Sales Headquarters, and General Manager of UCHIDA YOKO Educational Resources Information Center
July 2010 Director and Senior Executive Managing Officer, and General Manager of Public Sector Headquarters
July 2013 Director and Senior Executive Managing Officer, and General Manager of General Sales Headquarters
July 2014 President and CEO (current position)</td><td>261,420</td></tr>
<tr><td colspan="3">[Reasons for nomination as a candidate for Director]
Mr. Noboru Okubo, having had success in recovering and improving performances of the Company while serving as the Company’s President and CEO, is fulfilling his duties as President and CEO by making the most of his strong leadership while working toward accomplishing the goals set in the Company’s group management. He is well versed in the overall operations of the Company and possesses the initiative, judgment, insight, etc., which are expected of management. As such, the Company believes he is qualified to serve as a Director.</td></tr>
<tr><td rowspan="2">2</td><td>Reelection
Male

Toyotsugu Miyamura
(August 27, 1957)

Attendance at Board of Directors Meetings during the 88th fiscal year
15/15 (100%)</td><td>Apr. 1981 Joined the Company
July 2011 Executive Officer, and General Manager of ICT Systems Eastern Japan Sales Department of Educational ICT & Environment Solutions Division of Public Headquarters
July 2013 Executive Officer, and General Manager of Educational ICT Division of Public Headquarters of General Sales Headquarters
July 2015 Senior Executive Officer, and General Manager of Educational ICT Division of Sales Headquarters
Oct. 2018 Director and Senior Executive Officer, and General Manager of Educational ICT Division
July 2019 Director and Executive Managing Officer, and General Manager of Educational ICT Division
July 2021 Director and Senior Executive Managing Officer, Executive Manager of ICT for Public Market, and General Manager of Educational ICT Division
July 2024 Director and Senior Executive Managing Officer, and Executive Manager of Public ICT (current position)</td><td>110,365</td></tr>
<tr><td colspan="3">[Reasons for nomination as a candidate for Director]
Mr. Toyotsugu Miyamura has been mainly engaged in sales in the ICT-related businesses. Currently, he is successfully achieving great business performance mainly in the government agency and school ICT business as Executive Manager of Public ICT, and fulfilling the duties of said stations. He is well versed in the overall operations of the Company with particular focus on sales in the ICT-related businesses, and possesses the initiative, judgment, insight, etc., which are expected of management. As such, the Company believes he is qualified to serve as a Director.</td></tr>
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<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">3</td><td>Reelection
Male

Akio Shirakata
(September 29, 1957)

Attendance at Board of Directors Meetings during the 88th fiscal year
15/15 (100%)</td><td>Apr. 1981 Joined the Company
July 2016 Executive Officer, and General Manager of Major Account & Public System Support Division of Sales Headquarters
July 2018 Senior Executive Officer, and General Manager of Systems Engineering Division
July 2021 Senior Executive Officer, Executive Manager of ICT Engineering, and General Manager of Systems Engineering Division
Oct. 2021 Director and Executive Managing Officer, Executive Manager of ICT Engineering, and General Manager of Systems Engineering Division
Oct. 2023 Director and Senior Executive Managing Officer, Executive Manager of ICT Engineering, and General Manager of Systems Engineering Division
July 2025 Director and Senior Executive Managing Officer, and Executive Manager of ICT Engineer (current position)</td><td>70,725</td></tr>
<tr><td colspan="3">[Reasons for nomination as a candidate for Director]
Mr. Akio Shirakata has been mainly engaged in system engineering for the private and public sectors. Currently, as Executive Manager of ICT Engineer, he is fulfilling the duties of said stations, aiming for growth and development of engineers and smooth system engineering operations. He is well versed in the overall operations of the Company with particular focus on systems in general, and possesses the initiative, judgment, insight, etc., which are expected of management. As such, the Company believes he is qualified to serve as a Director.</td></tr>
<tr><td rowspan="2">4</td><td>Reelection
Male

Satoshi Koyanagi
(April 27, 1960)

Attendance at Board of Directors Meetings during the 88th fiscal year
15/15 (100%)</td><td>Apr. 1983 Joined the Company
July 2015 Executive Officer, Vice Executive Manager of Sales Management Group of Sales Headquarters, and General Manager of Corporate Planning Department of Corporate Planning & Administrative Headquarters
Oct. 2017 Senior Executive Officer, Vice Executive Manager of Sales Management Group of Sales Headquarters, and General Manager of Corporate Strategy & Planning Supervisory Division
Oct. 2018 Director and Senior Executive Officer, Executive Manager of Sales Management Group, and General Manager of Corporate Strategy & Planning Supervisory Division
July 2020 Director and Senior Executive Officer, and Executive Manager of Sales Support Management Group
Oct. 2024 Director and Executive Managing Officer, and Executive Manager of Sales Support Management Group
Oct. 2025 Director and Executive Managing Officer, Executive Manager of Sales Support Management Group, and in charge of Human Resources (current position)
[Significant concurrent positions outside the Company]
Representative Director and President of Uchida Yoko Business Expert Co., Ltd.</td><td>68,425</td></tr>
<tr><td colspan="3">[Reasons for nomination as a candidate for Director]
Mr. Satoshi Koyanagi has been mainly engaged in product development and business marketing. Currently, toward increasing the efficiency of the Company’s Group business as Executive Manager of Sales Support Management Group and in charge of Human Resources, he is fulfilling the duties of said stations. He is well versed in the overall operations of the Company with particular focus on planning, and possesses the initiative, judgment, insight, etc., which are expected of management. As such, the Company believes he is qualified to serve as a Director.</td></tr>
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<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="8">5</td><td rowspan="7">Reelection
Male

Shoichiro Satoh
(July 22, 1971)

Attendance at Board of Directors Meetings during the 88th fiscal year
15/15 (100%)</td><td>Apr. 1997</td><td>Joined the Company</td><td rowspan="7">31,005</td></tr>
<tr><td>July 2020</td><td>Executive Officer, General Manager of Corporate Strategy & Planning Supervisory Division, General Manager of Corporate Planning Department, and General Manager of Corporate Communication Department</td></tr>
<tr><td>July 2021</td><td>Executive Officer, and Executive Manager of Corporate Operations, Human Resources & General Affairs Management Group</td></tr>
<tr><td>July 2023</td><td>Senior Executive Officer, Executive Manager of Corporate Operations, Human Resources & General Affairs Management Group, General Manager of Corporate Planning Department, and General Manager of Corporate Communication Department</td></tr>
<tr><td>Oct. 2023</td><td>Director and Senior Executive Officer, Executive Manager of Corporate Operations, Human Resources & General Affairs Management Group, and General Manager of Corporate Planning Department</td></tr>
<tr><td>Oct. 2024</td><td>Director and Lead Executive Officer, Executive Manager of Corporate Operations, Human Resources & General Affairs Management Group, and General Manager of Corporate Planning Department</td></tr>
<tr><td>Oct. 2025</td><td>Director and Executive Managing Officer, Executive Manager of Finance Management Group, in charge of Corporate Planning and General Affairs, and General Manager of Corporate Planning Department (current position)</td></tr>
<tr><td colspan="4">[Reasons for nomination as a candidate for Director]
Mr. Shoichiro Satoh has been mainly engaged in corporate planning and company-wide corporate communication. Currently, toward promoting finance and administration of group management as Executive Manager of Finance Management Group and in charge of Corporate Planning and General Affairs, he is fulfilling the duties of said stations. He is well versed in the overall operations of the Company, and possesses the initiative, judgment, insight, etc., which are expected of management. As such, the Company believes he is qualified to serve as a Director.</td></tr>
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<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">6</td><td>Reelection
Male

Keiji Takasaki
(January 7, 1962)

Attendance at Board of Directors Meetings during the 88th fiscal year
11/11 (100%)</td><td>Apr. 1985 Joined the Company
July 2012 Executive Officer, Vice General Manager of Office Engineering Division, and General Manager of Western Japan Sales Department
July 2014 Executive Officer, General Manager of Office Marketing Division
July 2021 Executive Officer, Vice Executive Manager of Local Facilities, General Manager of Office Marketing Division, and Vice General Manager of Nationwide Facility Sales Division
July 2023 Senior Executive Officer, Vice Executive Manager of Local Facilities, General Manager of Nationwide Facility Sales Division, and General Manager of Office Marketing Division
Oct. 2024 Lead Executive Officer, General Manager of Nationwide Facility Sales Division, and General Manager of Office Marketing Division
Oct. 2025 Director and Lead Executive Officer, General Manager of Nationwide Facility Sales Division, and General Manager of Office Marketing Division
July 2026 Director and Lead Executive Officer, and General Manager of Nationwide Facility Sales Division (current position)</td><td>10,710</td></tr>
<tr><td colspan="3">[Reasons for nomination as a candidate for Director]
Mr. Keiji Takasaki has been mainly engaged in the field of environmental construction for office and public settings. Currently, he is fulfilling his duties as General Manager of Nationwide Facility Sales Division. He is well versed in the overall operations of the Company with particular focus on the environmental construction business, and possesses the initiative, judgment, insight, etc., which are expected of management. As such, the Company believes he is qualified to serve as a Director.</td></tr>
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<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">7</td><td>Reelection
Male
Outside Director
Independent Officer

Kuniharu Takemata
(September 29, 1954)

Attendance at Board of Directors Meetings during the 88th fiscal year
15/15 (100%)</td><td>Apr. 1978 Joined Electric Power Development Co., Ltd. (“J-Power”)
June 2006 Executive Officer, and Department Director of Business Planning Department of J-Power
June 2007 Executive Managing Officer, and Department Director of Corporate Planning Department of J-Power
June 2009 Director of J-Power
June 2012 Director, and Executive Managing Officer of J-Power
Oct. 2016 Outside Director of the Company (current position)
June 2017 Outside Director of erex Co., Ltd.
June 2018 Managing Director of erex Co., Ltd.
June 2021 Advisor of erex Co., Ltd.
Jan. 2025 Director of MobiSavi, Inc. (current position)
[Significant concurrent positions outside the Company]
Director of MobiSavi, Inc.</td><td>6,300</td></tr>
<tr><td colspan="3">[Reasons for nomination as a candidate for Outside Director and overview of expected roles]
Mr. Kuniharu Takemata held positions such as Director, and Executive Managing Officer of Electric Power Development Co., Ltd. and thereafter served as Managing Director of erex Co., Ltd., and therefore possesses the judgment and insight which are expected of management. As such, the Company believes he is qualified to supervise the Company’s management and provide advice as an Outside Director. He can be expected to utilize his experience in management and administration in other industries to provide accurate advice from a practical perspective and fulfill the role of supervising the performance of duties.
[Matters concerning independence]
The Company has submitted notification to the Tokyo Stock Exchange that Mr. Takemata has been appointed as an independent officer as provided for in the Securities Listing Regulations of the aforementioned exchange. If his election is approved, the Company plans for his appointment as an independent officer to continue.</td></tr>
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<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">8</td><td>Reelection
Male
Outside Director
Independent Officer

Keiji Imajo
(August 5, 1961)

Attendance at Board of Directors Meetings during the 88th fiscal year
15/15 (100%)</td><td>Apr. 1985 Joined Kanegafuchi Chemical Industry Co., Ltd. (currently KANEKA CORPORATION)
Jan. 2001 Joined Future Venture Capital Co., Ltd. (currently MIRAIDOOR Co., Ltd)
June 2011 Representative Director and President of Future Venture Capital Co., Ltd.
Jan. 2016 Representative Director and Chairman of the Board of Future Venture Capital Co., Ltd.
June 2016 Director and Chairman of the Board of Future Venture Capital Co., Ltd.
July 2017 Outside Director of JOHNAN Corporation (current position)
Dec. 2018 Outside Director of OSAKA YUKA INDUSTRY LTD.
Oct. 2019 Outside Director of the Company (current position)
Sept. 2023 Outside Director of ENVIPRO HOLDINGS Inc. (current position)
[Significant concurrent positions outside the Company]
Outside Director of JOHNAN Corporation
Outside Director of ENVIPRO HOLDINGS Inc.</td><td>6,000</td></tr>
<tr><td colspan="3">[Reasons for nomination as a candidate for Outside Director and overview of expected roles]
Mr. Keiji Imajo was engaged in operations such as new product development at Kanegafuchi Chemical Industry Co., Ltd. (currently KANEKA CORPORATION), held positions such as Representative Director and President of Future Venture Capital Co., Ltd. (currently MIRAIDOOR Co., Ltd), and therefore possesses the judgment and insight which are expected of management. As such, the Company believes he is qualified to supervise the Company’s management and provide advice as an Outside Director. He can be expected to utilize his experience in management and administration in other industries to provide accurate advice from a practical perspective and fulfill the role of supervising the performance of duties.
[Matters concerning independence]
The Company has submitted notification to the Tokyo Stock Exchange that Mr. Imajo has been appointed as an independent officer as provided for in the Securities Listing Regulations of the aforementioned exchange. If his election is approved, the Company plans for his appointment as an independent officer to continue.</td></tr>
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<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">9</td><td>Reelection
Female
Outside Director
Independent Officer

Masako Tanaka
(December 4, 1958)

Attendance at Board of Directors Meetings during the 88th fiscal year
15/15 (100%)</td><td colspan="2">Apr. 1981 Joined Furukawa Electric Co., Ltd.
Jan. 2004 General Manager of Secretarial Office of Furukawa Electric Co., Ltd.
June 2008 General Manager of Administration Department, CSR Division of Furukawa Electric Co., Ltd.
Apr. 2014 General Manager of Legal Department, Administration and CSR Division of Furukawa Electric Co., Ltd.
Apr. 2015 Corporate Vice President, and General Manager of Legal Department, Administration and CSR Division of Furukawa Electric Co., Ltd. (Head of Working-Style Reform Project Team)
Oct. 2017 Corporate Vice President, Deputy General Manager of Strategy Division, and General Manager of Human Resources Department of Furukawa Electric Co., Ltd.
Apr. 2021 Corporate Vice President, Deputy General Manager of Business Basis Transformation Division, and CHRO of Furukawa Electric Co., Ltd.
June 2021 Outside Director (Audit & Supervisory Committee Member) of Howa Machinery, Ltd. (current position)
June 2022 Outside Director of FUTABA CORPORATION (current position)
Oct. 2023 Outside Director of the Company (current position)
[Significant concurrent positions outside the Company]
Outside Director (Audit & Supervisory Committee Member) of Howa Machinery, Ltd.
Outside Director of FUTABA CORPORATION</td><td>1,900</td></tr>
<tr><td colspan="4">[Reasons for nomination as a candidate for Outside Director and overview of expected roles]
Ms. Masako Tanaka has abundant insight in human resources, compliance, etc. as she was engaged in business management as Chief Human Resource Officer (CHRO) at Furukawa Electric Co., Ltd. She possesses the judgment and insight which are expected of management, so the Company believes she is qualified to provide advice to the Company's management as an Outside Director. She can be expected to utilize her experience in management and administration in other industries to provide accurate advice from a practical perspective and fulfill the role of supervising the performance of duties.
[Matters concerning independence]
The Company has submitted notification to the Tokyo Stock Exchange that Ms. Tanaka has been appointed as an independent officer as provided for in the Securities Listing Regulations of the aforementioned exchange. If her election is approved, the Company plans for her appointment as an independent officer to continue.</td></tr>
</table>

Notes:
1. Each candidate does not have any special interest with the Company.
2. Mr. Kuniharu Takemata, Mr. Keiji Imajo and Ms. Masako Tanaka are candidates for Outside Director.
3. At the conclusion of the Meeting, Mr. Takemata's tenure as Outside Director of the Company will have been ten years, Mr. Imajo's tenure as Outside Director of the Company will have been seven years and Ms. Tanaka's tenure as Outside Director of the Company will have been three years.
4. Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act, the Company has entered into agreements with Mr. Takemata, Mr. Imajo and Ms. Tanaka to limit their liability for damages as provided for in Article 423, paragraph 1 of the same Act. The limit of liability for damages pursuant to the limited liability agreement is the aggregate sum of the amounts provided for in each item in Article 425, paragraph 1 of the Companies Act. If their election is approved, the Company plans to renew the respective agreements with each one of them.
5. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph 1 of the Companies Act with an insurance company. This insurance policy covers the insured's losses and litigation expenses, etc. incurred from claims for damages arising from acts (including illegal activities) that the insured, including a Director of the Company, has carried out as an officer or person of other position at the Company. If the election of each candidate is approved, each of them will be included in the policy as an insured. In addition, when the policy is renewed, the Company plans to also renew the policy with the same terms.

<Reference>

Skill Matrix of Directors and Audit and Supervisory Board Members of the Company

Main experience, knowledge, expertise and insight of each Director and Audit and Supervisory Board Member, assuming approval of Proposal No. 2, are as follows:

			Corporate management				
Position and name			Corporate management	Finance and accounting	General & Legal affairs/ Risk management	Human resources/ HR Development	Sustainability/ ESG
Director	Noboru Okubo		○	○	○	○	○
	Toyotsugu Miyamura		○				
	Akio Shirakata		○				
	Satoshi Koyanagi		○				○
	Shoichiro Satoh		○	○	○	○	
	Keiji Takasaki		○				
	Kuniharu Takemata	Outside Director Independent Officer	○	○	○		○
	Keiji Imajo	Outside Director Independent Officer	○	○			
	Masako Tanaka	Outside Director Independent Officer	○		○	○	○
Audit and Supervisory Board Member	Toshiji Hayashi		○	○			
	Yoshio Murakami	Outside Audit and Supervisory Board Member Independent Officer	○	○			
	Yukihiro Nozawa	Outside Audit and Supervisory Board Member Independent Officer	○	○	○		○
	Akio Yamada	Outside Audit and Supervisory Board Member Independent Officer		○	○		

			Other experience, knowledge, expertise and insight						
Position and name			Sales and marketing	Technology/ Manufacturing	Global experience	Public sector	Private sector	ICT	Environmental construction
Director	Noboru Okubo		○	○	○	○	○	○	○
	Toyotsugu Miyamura		○			○	○	○	
	Akio Shirakata			○		○	○	○	
	Satoshi Koyanagi		○	○		○	○	○	○
	Shoichiro Satoh		○			○		○	
	Keiji Takasaki		○			○	○		○
	Kuniharu Takemata	Outside Director Independent Officer			○	○	○		
	Keiji Imajo	Outside Director Independent Officer	○	○	○		○		
	Masako Tanaka	Outside Director Independent Officer							
Audit and Supervisory Board Member	Toshiji Hayashi				○				
	Yoshio Murakami	Outside Audit and Supervisory Board Member Independent Officer	○				○		
	Yukihiro Nozawa	Outside Audit and Supervisory Board Member Independent Officer							
	Akio Yamada	Outside Audit and Supervisory Board Member Independent Officer			○				

Policies and Procedures for Nomination of Director Candidates and Audit and Supervisory Board Member Candidates

Candidates for Director and Audit and Supervisory Board Member are nominated in view of the experience, knowledge, expertise and insight possessed by each candidate, while also giving consideration to the overall balance of the composition of the entire Board of Directors and Audit and Supervisory Board in terms of diversity and other aspects. In addition, nomination of Directors shall require the Nominating Committee, where independent Outside Directors hold a majority, to conduct discussion and examination, and provide the resulting opinion to the Board of Directors, which determines the nominations based on a final discussion, after discussions and approval by the Audit and Supervisory Board regarding nomination of Audit and Supervisory Board Members.