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(Securities Code: 7952)

June 6, 2024

To Shareholders with Voting Rights:

Kentaro Kawai President **Kawai Musical Instruments Manufacturing Co., Ltd.** 200 Terajima-cho, Chuo-ku, Hamamatsu, Shizuoka, Japan

# NOTICE OF CONVOCATION OF THE 97TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

This is to inform you of the 97th Annual General Meeting of Shareholders of Kawai Musical Instruments Manufacturing Co., Ltd. (the "Company"). The meeting will be held for the purposes as described below. In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and has posted the information on each of the following websites. Please access either of the websites to view the information.

The Company's website: https://www.kawai.co.jp/ir/sokai/ (in Japanese)

TSE website (Listed Company Search):

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

(Please access the above website, enter the issue name (company name) or securities code, and click "Search," and then click "Basic information" and select "Documents for public inspection/PR information.")

Website for posted informational materials for the general meeting of shareholders: https://d.sokai.jp/7952/teiji/ (in Japanese only)

If you are unable to attend the meeting in person, you may exercise your voting rights in writing or via the Internet, etc. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on Wednesday, June 26, 2024 (JST).

1. Date and Time: Thursday, June 27, 2024 at 10:00 a.m. (JST, the reception desk opens at 9:00 a.m.)

**2. Venue:** Building No. 10 at the Company Headquarters located at

200 Terajima-cho, Chuo-ku, Hamamatsu,

Shizuoka, Japan

### 3. Meeting Agenda:

#### Matters to be reported:

- 1. The Business Report and Consolidated Financial Statements for the 97th Fiscal Year (from April 1, 2023 to March 31, 2024), and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Board of Corporate Auditors
- 2. Non-consolidated Financial Statements for the 97th Fiscal Year (from April 1, 2023 to March 31, 2024)

### Matters to be resolved:

Proposal 1: Dividends of Surplus
Proposal 2: Election of Eight Directors

**Proposal 3:** Election of Two Corporate Auditors

**Proposal 4:** Election of One Substitute Corporate Auditor

#### 4. Other Matters concerning the General Meeting of Shareholders

- (1) If you arrange attendance by your proxy, please appoint one shareholder of the Company holding voting rights. In this case, you are kindly requested to submit a document proving such proxy prior to the opening of the General Meeting of Shareholders.
- (2) If you are diversely exercising your voting rights, please give notice in writing or by electromagnetic method to the Company on your intention of such diverse exercise and the reasons therefor, no later than three days prior to the date of the General Meeting of Shareholders.
- (3) For this General Meeting of Shareholders, we have delivered paper-based documents stating the items subject to measures for electronic provision to all shareholders, regardless of whether or not you have requested them. Among the items subject to measures for electronic provision, "Systems and policies of the Company" in the Business Report, Notes to Consolidated Financial Statements and Notes to Nonconsolidated Financial Statements are posted on the Company's website (https://www.kawai.co.jp/ir/sokai/) (in Japanese) pursuant to the applicable laws and regulations as well as Article 15 of the Company's Articles of Incorporation. Therefore, they are not included in the Attachment of this Notice. The Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements audited by Corporate Auditors and the Accounting Auditor include the aforementioned documents posted on the Company's website, in addition to those presented in the Attachment.
- (4) Any amendment to the items subject to measures for electronic provision will be posted on either of the websites mentioned above.

Request to shareholders: When attending the meeting, please submit the Voting Rights Exercise Form sent with this Notice to the reception desk.

#### Reference Documents for the General Meeting of Shareholders

## **Proposal 1:** Dividends of Surplus

The Company's basic principle is to provide shareholder returns with the aims of distributing stable dividends to shareholders based on the consolidated business results, while ensuring sufficient level of internal reserve for stabilizing the management base, in consideration of the business results of each fiscal year as well as the business environment and business development in the future. Currently, the Company only pays year-end dividends, in principle.

The Company proposes to pay the year-end dividends as follows for the fiscal year under review based on such principle, as a show of appreciation for the constant support by the shareholders.

Matters concerning the year-end dividends

Type of the dividend property: Cash

Matters concerning the assignment of the dividend property and its amount

(per common share of the Company):

Ordinary dividend: ¥95

Effective date of the dividends of surplus: June 28, 2024

**Proposal 2:** Election of Eight Directors

The terms of office of all eight incumbent Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of eight Directors is proposed.

The candidates for Directors are as follows.

No.	Name		Current positions	Responsibilities
1	Kentaro Kawai	Reappointment	President	Executive Officer, General Manager of Corporate Strategy Operations Division and Musical Instrument Education Business Division
2	Teruyuki Ito	Reappointment	Director and Vice President	Executive Officer, General Manager of Corporate Administration Operations Division, General Manager of General Affairs & Human Resources Division
3	Hiroshi Ushio	Reappointment	Managing Director	Executive Officer General Manager, Piano Division, Production Control Division
4	Masafumi Minowa	Reappointment	Managing Director	Executive Officer General Manager, Electronic Musical Instruments Division, Production Control Division
5	Naoki Mori	Reappointment	Managing Director	Executive Officer Deputy General Manager, Musical Instrument Education Business Division, General Manager Overseas Business Division
6	Ichisei Katagiri	Reappointment Outside Independent	Director	
7	Yasuo Goto	Reappointment Outside Independent	Director	
8	Naomi Muramatsu	Reappointment Outside Independent	Director	

No.	Name (Date of birth)	Career sumi	mary, position and responsibilities in the Company	Number of shares of the Company held
1	Kentaro Kawai (June 1, 1977) Reappointment	Oct. 2007 Apr. 2012  June 2015 Apr. 2016  June 2016 June 2018  June 2020 Apr. 2023  Feb. 2024 Apr. 2024  (Significant of	Joined the Company General Manager, Piano Division Executive Officer Director & Executive Officer General Manager, Musical Instruments Manufacturing Division and Piano Division Managing Director, Executive Officer Senior Managing Director, Executive Officer General Manager, Production Control Division Director and Vice President, Executive Officer General Manager of Corporate Strategy Operations Division (to present) President, Executive Officer (to present) General Manager of Musical Instrument Education Business Division (to present)	3,700 shares
	Reasons for nomination as a car	Director, KA' Chairman, Ka Auditor, PT.	WAI SEIMITSU KINZOKU Co., Ltd awai Musical Instruments (China) Co., Ltd. Kawai Indonesia	
	Control Division, and has served President in February 2024 while	d as Director and le handling vario	rge of the Corporate Strategy Operations Division and Vice President. He has also demonstrated leaderships Company issues. We believe that he is qualified the business execution as a Director.	p since becoming to continuously
No.	Name (Date of birth)	Career sum	mary, position and responsibilities in the Company	Number of shares of the Company held
2	Teruyuki Ito (September 1, 1953) Reappointment	None	Joined the Company General Manager, Musical Education Department, Domestic Business Division Executive Officer Director & Executive Officer General Manager, Business Strategy Department, Domestic Business Division General Manager, General Affairs & Human Resources Division General Manager, Administration Division Executive Vice President (to present) General Manager, General Affairs & Human Resources Division (to present) General Manager of Corporate Administration Operations Division (to present)	4,800 shares
	-	y issues and has sion. We believe	experience and achievements as a person in charge of that he is qualified to continuously carry out manage	-

Reappointment  Control Division (to present)  June 2020 Managing Director, Executive Officer (to present)  Apr. 2024 General Manager, Production Control Division (to present)  (Significant concurrent positions)  Director, KAWAI SEIMITSU KINZOKU Co., Ltd  Representative Auditor, PT. Kawai Indonesia	No.	Name (Date of birth)	Career sum	mary, position and responsibilities in the Company	Number of shares of the Company held
Director, Shanghai Kawai EMI Co., Ltd.  Reasons for nomination as a candidate for Director	3	(February 11, 1961) Reappointment	Apr. 2005 June 2011  Apr. 2012 Apr. 2016  June 2017 June 2018  June 2020  Apr. 2024  (Significant of Director, KA Representative Director, Share 2018)	General Manager, PT. Kawai Indonesia President, PT. Kawai Indonesia Executive Officer of the Company Deputy General Manager, Piano Division Deputy General Manager, Piano Division, Musical Instruments Manufacturing Division Director & Executive Officer General Manager, Piano Division, Production Control Division (to present) Managing Director, Executive Officer (to present) General Manager, Production Control Division (to present) concurrent positions) WAI SEIMITSU KINZOKU Co., Ltd we Auditor, PT. Kawai Indonesia anghai Kawai EMI Co., Ltd.	4,300 shares

Mr. Hiroshi Ushio has served as a person in charge of overseas manufacturing bases for many years and has abundant experience and achievements. In addition, he is working on many issues as a person in charge of Piano Division. We believe that he is qualified to continuously carry out management strategies and supervise the business execution as a

No.	Name (Date of birth)	Career sumi	mary, position and responsibilities in the Company	Number of shares of the Company held
4	Masafumi Minowa (February 14, 1964) Reappointment	Chairman, Sh	Joined the Company Vice President, PT. Kawai Indonesia Deputy General Manager, Electronic Musical Instruments Division of the Company General Manager, Electronic Musical Instruments Division Executive Officer Chairman, Shanghai Kawai EMI Co., Ltd. (to present) General Manager, Electronic Musical Instruments Division, Production Control Division of the Company (to present) Director & Executive Officer Managing Director, Executive Officer (to present) concurrent positions) manghai Kawai EMI Co., Ltd. Kawai Indonesia	3,700 shares

Reasons for nomination as a candidate for Director

Mr. Masafumi Minowa has served as a person in charge of Electronic Musical Instruments Division, works on many issues and has abundant experience and achievements. We believe that he is qualified to continuously carry out management strategies and supervise the business execution as a Director.

No.	Name (Date of birth)	Career sum	mary, position and responsibilities in the Company	Number of shares of the Company held			
		Apr. 1981	Joined the Company				
		Apr. 2007	General Manager, Kawai America Corporation				
		June 2011	President, Kawai America Corporation				
		Apr. 2013	Executive Officer of the Company				
		May 2019	General Manager, Overseas Business Division (to present)				
	Naoki Mori	June 2020	Director & Executive Officer				
	(October 12, 1957)	June 2023	Managing Director, Executive Officer (to	3,000 shares			
	Reappointment		present)				
5		Apr. 2024	Deputy General Manager, Musical Instrument				
			Education Business Division (to present)				
		(Significant of	concurrent positions)				
		Director, Kay	vai America Corporation				
		Director, Kay	vai Europa GmbH				
		Chairman, K	awai Musical Instruments (China) Co., Ltd.				
	Reasons for nomination as a ca	andidate for Direc	etor				
	Mr. Naoki Mori has served as a person in charge of the Overseas Business Division, works on many issues and has						
	abundant experience and achievements. We believe that he is qualified to continuously carry out m						

Mr. Naoki Mori has served as a person in charge of the Overseas Business Division, works on many issues and has abundant experience and achievements. We believe that he is qualified to continuously carry out management strategies and supervise the business execution as a Director.

No.	Name (Date of birth)	Care	eer summary, position and responsibilities	Number of shares of the Company held
	Ichisei Katagiri (July 9, 1947) Reappointment Outside Independent		Registered as an attorney Representative, Ichisei Katagiri Law Office (to present) Outside Director of the Company (to present) oncurrent positions) e, Ichisei Katagiri Law Office	1,600 shares
6	Mr. Ichisei Katagiri has abundant supervision concerning the Comp receive appropriate guidance fror and that there is no risk of a confl of corporate business outside of s	idate for Outside knowledge and pany's manager in him. Also, it liet of interest verving as an Outside idea in the control of	de Director and overview of expected roles d deep insight as an attorney and has offered helpful nent from his professional perspective. We expect to has been determined that there is no special interest with general shareholders. Although he does not hav atside Director and Outside Corporate Auditor, we b Outside Director for the reasons stated above.	o continuously with the Company, e direct experience
No.	Name (Date of birth)	Care	eer summary, position and responsibilities	Number of shares of the Company held
7	Yasuo Goto (February 14, 1949) Reappointment Outside Independent	Chairman and CORPORATI	Joined AJINOMOTO CO., INC. Joined Hagoromo Canning Co., Ltd. (now HAGOROMO FOODS CORPORATION) Representative Director and President, HAGOROMO FOODS CORPORATION Chairman and Executive Director of HAGOROMO FOODS CORPORATION (to present) President of The Shizuoka Chamber of Commerce and Industry Honorary President of The Shizuoka Chamber of Commerce and Industry Counselor of The Shizuoka Chamber of Commerce and Industry (to present) Outside Director of the Company (to present) oncurrent positions) Executive Director of HAGOROMO FOODS ON The Shizuoka Chamber of Commerce and Industry	0 shares
	With many years of experience at Yasuo Goto can offer valuable ad Company's management. Also, it	lidate for Outsiond knowledge to vice and sugge has been deter with general sh	de Director and overview of expected roles hrough involvement in corporate management, we estions in ensuring transparency and validity of decis mined that there is no special interest with the Compareholders. Therefore, the Company has determined	ion-making for the pany, and that there

No.	Name (Date of birth)	Caree	Career summary, position and responsibilities			
		Oct. 2002 Feb. 2011	Registered as an attorney Outside Corporate Auditor of SALA			
	Naomi Muramatsu (July 20, 1972)	Feb. 2020	Corporation Outside Director SALA Corporation (Audit and Supervisory Committee Member) (to present)			
	Reappointment Outside Independent	June 2022	Outside Director of ENSHU Limited (Audit and Supervisory Committee Member) (to present)	0 shares		
8		` `	Outside Director of the Company (to present) ncurrent positions) zuka & Muramatsu Law Office			
	Reasons for nomination as a candidate for Outside Director and overview of expected roles					
	Ms. Naomi Muramatsu has abundant knowledge and deep insight as an attorney and has offered helpful advice and					
	supervision concerning the Company's management from her professional perspective. Also, it has been determined					
	that there is no special interest with the Company, and that there is no risk of a conflict of interest with general					
	shareholders. Although she does not have direct experience of corporate business outside of serving as an Outside					
	1		ve that she can continue to appropriately carry out of	duties as an Outside		
	Director for the reasons stated abo	ove.				

Notes:

- 1. There is no special interest between each candidate for Director and the Company.
- 2. Matters concerning candidates for Outside Directors are as follows:
  - Candidates for Directors, Messrs. Ichisei Katagiri, Yasuo Goto and Ms. Naomi Muramatsu, are the candidates for Outside Directors. The Company has designated them as independent directors defined under the provisions of Tokyo Stock Exchange, Inc. and registered them as such therewith.
  - 2) Candidate for Director, Mr. Ichisei Katagiri is currently serving as Outside Director of the Company, and he will have served 12 years at the conclusion of this General Meeting of Shareholders.
  - 3) Candidates for Director, Mr. Yasuo Goto and Ms. Naomi Muramatsu are currently serving as Outside Directors of the Company, and they will have served one year at the conclusion of this General Meeting of Shareholders.
  - 4) The Company has entered into an agreement for the limitation of liability with Messrs. Ichisei Katagiri, Yasuo Goto and Ms. Naomi Muramatsu, who are candidates for Director, pursuant to Article 427, paragraph (1) of the Companies Act, limiting his liability for damages prescribed under Article 423, paragraph (1) of the said Act. A summary of the agreement is provided in 4 (2) "Overview of the Limited Liability Agreement" of the Business Report. If this proposal is approved, the Company intends to continuously enter into a Limited Liability Agreement with Messrs. Ichisei Katagiri, Yasuo Goto and Ms. Naomi Muramatsu.
- 3. The Company has entered into a liability insurance policy for officers, etc. with an insurance company as defined in Article 430-3, paragraph (1) of the Companies Act. A summary of the insurance policy is provided in 4 (3) "Overview of the Liability Insurance Agreement for Officers, etc." of the Business Report. If this proposal is approved, each of the candidates will be included as insured persons. The Company plans to renew the insurance policy with the same contents at the next renewal.
- 4. All candidates for Directors have expressed their consent to the "Measures against the Large-scale Purchase of the Shares in the Company (a Takeover Defense Measure)," which was updated and approved at the 95th Annual General Meeting of Shareholders held on June 28, 2022.

# <Reference> Directors' Skill Matrix

If Proposal 2 is approved and adopted as originally proposed, Directors' skill matrix will be as follows.

			Expe	ected knowled	lge, experienc	e, and capab	ilities	
Name/Skill		Corporate manage- ment	Legal affairs, risk manage- ment	Finance, accounting	Manufac- turing, technology	Sales marketing	Global	Industry knowledge (music, musical instru- ments)
President	Kentaro Kawai	•		•	•	•	•	•
Director and Vice President	Teruyuki Ito		•	•		•		
Managing Director	Hiroshi Ushio	•			•		•	•
Managing Director	Masafumi Minowa				•		•	
Managing Director	Naoki Mori	•				•	•	•
Outside Director	Ichisei Katagiri		•					
Outside Director	Yasuo Goto	•	•	•				
Outside Director	Naomi Muramatsu		•					

<sup>\*</sup> The above list does not show all expertise and experiences each Director may have.

### **Proposal 3:** Election of Two Corporate Auditors

Of the four Corporate Auditors, the terms of office of Corporate Auditor Masayuki Nishio and Outside Corporate Auditor Haruo Kato will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of two Corporate Auditors is proposed.

The consent of the Board of Corporate Auditors has been obtained with respect to this proposal.

The candidates for Corporate Auditors are as follows.

No.	Name (Date of birth)	Care	eer summary and position in the Company	Number of shares of the Company held			
		Apr. 1977 Feb. 2006	Joined the Company General Manager, Business Department, Overseas Business Division				
		Aug. 2008	Executive Officer				
		Apr. 2013	General Manager, Overseas Business Division				
	Masayuki Nishio	June 2013	Director & Executive Officer				
	(December 24, 1953)	June 2015	Managing Director, Executive Officer	5,100 share			
	Reappointment	Apr. 2016	Deputy General Manager, Business Division,				
1			General Manager, Overseas Business Division				
		June 2016	Senior Managing Director, Executive Officer				
		June 2020	Standing Corporate Auditor (to present)				
		(Significant c	oncurrent positions)				
		None					
	Reasons for nomination as a car						
		Based on his years of experience as the person in charge of the Overseas Business Division, the Com					
	_	to continue condu	continue conducting effective audits of the Company's managemen				
	Auditor.	1		1			
	Name		1 22 1 1 0	Number of shares of the Company			
No.	(Date of birth)	Care	Career summary and position in the Company				
		Int. 2007	Director Dulings and Legal Affairs Division	held			
		July 2007	Director, Rulings and Legal Affairs Division, First Taxation Department, Nagoya Regional				
			Taxation Bureau				
		July 2008	District Director, Mishima Tax Office				
		July 2012	Director, Taxation Management Division, First				
		July 2012	Taxation Department, Nagoya Regional				
	Shinichi Mizuno		Taxation Bureau				
	(September 25, 1955)	July 2014	Assistant Regional Commissioner, Second				
	New appointment		Taxation Department, Nagoya Regional	0 share			
	Outside		Taxation Bureau				
	Independent	July 2015	Assistant Regional Commissioner, Large				
2			Enterprise Examination Department, Nagoya				
2			Regional Taxation Bureau				
		Sept. 2016	Manager, Shinichi Mizuno Tax Accountant				
			Office (to present)				
			oncurrent positions)				
	Manager, Shinichi Mizuno Tax Accountant Office						
	Reasons for nomination as a candidate for Corporate Auditor (Outside)						
		Although Mr. Shinichi Mizuno has never had direct involvement with company management, he has experience with					
			ef of tax offices in multiple locations, and has know	-			
			s a tax accountant. Also, it has been determined that				
			isk of a conflict of interest with general shareholders				
	Company has determined that he is qualified to conduct effective audits of the Company's management as a Corporate						
	Auditor (Outside).						

Notes:

- 1. There is no special interest between each candidate for Corporate Auditor and the Company.
- 2. Candidate for Corporate Auditor, Mr. Shinichi Mizuno, is a candidate for Corporate Auditor (Outside).
- 3. When this proposal is approved, the Company intends to enter into an agreement with Mr. Shinichi Mizuno pursuant to Article 427, paragraph (1) of the Companies Act, limiting his liability for damages prescribed under Article 423, paragraph

- (1) of the said Act. A summary of the agreement is provided in 4 (2) "Overview of the Limited Liability Agreement" of the Business Report.
- 4. The Company has entered into a liability insurance policy for officers, etc. with an insurance company as defined in Article 430-3, paragraph (1) of the Companies Act. A summary of the insurance policy is provided in 4 (3) "Overview of the Liability Insurance Agreement for Officers, etc." of the Business Report. If this proposal is approved, each of the candidates will be included as insured persons. The Company plans to renew the insurance policy with the same contents at the next renewal.
- 5. In addition, the Company has designated Mr. Shinichi Mizuno as an Independent Officer defined under the provisions of Tokyo Stock Exchange, Inc. and register him as such therewith.

#### **Proposal 4:** Election of One Substitute Corporate Auditor

The election of one substitute Corporate Auditor is proposed in advance, in case the number of Corporate Auditors falls below the number required by the law, as a substitute Corporate Auditor for Outside Corporate Auditor Mr. Takahisa Tabata, as well as Mr. Shinichi Mizuno, who plans to assume the position of Outside Corporate Auditor on the condition that Proposal 3 is approved.

The validity of the election under this proposal can be nullified by resolution of the Board of Directors if the consent of the Board of Corporate Auditors has been obtained; provided, however, that it is only in a time before assuming office.

The consent of the Board of Corporate Auditors has been obtained with respect to this proposal.

The candidate for substitute Corporate Auditor is as follows.

Name (Date of birth)		Career summary and position in the Company	Number of shares of the Company held
Yukihiko Umemura (September 28, 1962)	` U	Associate Appeals Judge, Technical Group, Nagoya National Tax Tribunal Director, Transfer Pricing Division, Examination Department, Nagoya Regional Taxation Bureau District Director, Kanonji Tax Office Director, Management Division (Large Enterprise Examination), Examination Department, Nagoya Regional Taxation Bureau Assistant Regional Commissioner, Examination Department, Nagoya Regional Taxation Bureau District Director, Gifu Kita Tax Office Manager, Yukihiko Umemura Tax Accountant Office (to present) oncurrent positions)	0 shares

Reasons for nomination as a candidate for substitute Corporate Auditor (Outside)

Despite never having been involved in the management of a company in the past, except as an outside officer, Mr. Yukihiko Umemura has worked in various national tax services, has served as a District Director, etc. of tax offices and has abundant knowledge and deep insight concerning taxes and accounting as a tax accountant. We expect him to contribute to strengthening the Company's audit structure based on his abilities when he assumes the position. Also, it has been determined that there is no special interest with the Company, and that there is no risk of a conflict of interest with general shareholders. Therefore, the Company has determined that he is qualified to conduct effective audits of the Company's management as a Corporate Auditor (Outside).

Notes:

- 1. There is no special interest between the candidate for substitute Corporate Auditor and the Company.
- 2. Mr. Yukihiko Umemura is a candidate for substitute Corporate Auditor (Outside).
- 3. When Mr. Yukihiko Umemura assumes the position of Corporate Auditor (Outside), the Company intends to enter into an agreement with him pursuant to Article 427, Paragraph (1) of the Companies Act, limiting his liability for damages prescribed under Article 423, Paragraph (1) of the said Act. The limit of liability for damages based on the agreement is the minimum liability amount prescribed by laws and regulations, while the limitation of liability is allowed only when the Corporate Auditor is carrying out his duties in good faith without involving gross negligence. He will also be included as insured under the liability insurance policy for officers, etc. as defined in Article 430-3, paragraph (1) of the Companies Act, which the Company has entered into with an insurance company. In addition, the Company intends to designate him as an independent director defined under the provisions of Tokyo Stock Exchange, Inc. and register him as such therewith.