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Securities code: 5269

(Date of mailing) June 11, 2024

(Start date for electronic provision measures: June 5, 2024)

To Shareholders with Voting Rights

TSUKAMOTO Hiroshi
Representative Director and President
NIPPON CONCRETE INDUSTRIES CO., LTD.
4-6-14, Shibaura, Minato-ku, Tokyo, Japan

NOTICE OF THE 93rd ANNUAL GENERAL MEETING OF SHAREHOLDERS

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

We hereby inform you that the 93rd Annual General Meeting of Shareholders of NIPPON CONCRETE INDUSTRIES CO., LTD. (the “Company”) will be held as described below.

In the convocation of this General Meeting of Shareholders, the Company has taken electronic provision measures and posted the matters subject to electronic provision measures on the following website as the “Notice of the 93rd Annual General Meeting of Shareholders.”

The Company’s website: <https://www.ncic.co.jp/en/ir/>

In addition to the above-mentioned website, the matters subject to electronic provision measures are posted on the Tokyo Stock Exchange (TSE) website. Please access the TSE website (Listed Company Search) described below and enter the issue name (company name), “NIPPON CONCRETE INDUSTRIES” or the securities code, “5269” to search. Then, please select “Basic information” followed by “Documents for public inspection/PR information” to review the documents.

TSE website (Listed Company Search service):

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

If you do not attend the Meeting in person, you can exercise your voting rights via the Internet, etc. or in writing. Please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:15 p.m. on Wednesday, June 26, 2024, Japan standard time.

1. **Date and time:** Thursday, June 27, 2024 at 10 a.m. Japan standard time
(The reception desk opens at 9:00 a.m.)
2. **Place:** Conference Room on the 1st floor of the Company
NC Shibaura Building, 4-6-14, Shibaura, Minato-ku, Tokyo, Japan

3. **Meeting Agenda:**

Matters to be reported:

1. Business Report and Consolidated Financial Statements for the 93rd fiscal year (April 1, 2023 to March 31, 2024), and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
2. Non-consolidated Financial Statements for the 93rd fiscal year (April 1, 2023 to March 31, 2024)

Matters to be resolved:

Proposal 1: Election of Eight (8) Directors

Proposal 2: Election of One (1) Audit & Supervisory Board Member

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- If you are attending the Meeting in person, please submit the enclosed Voting Rights Exercise Form at the reception.
 - Of the matters subject to electronic provision measures, the following items are not included in the documents to be delivered to shareholders who have requested delivery of the documents in accordance with laws and regulations and Article 15 of the Articles of Incorporation of the Company. In addition, the Audit & Supervisory Board Members and the Accounting Auditor have audited the documents to be audited, including the following matters.
 - 1) “Basic Policy on Control over the Company,” which is part of the Business Report
 - 2) “Notes to the Consolidated Financial Statements,” which are part of the Consolidated Financial Statements
 - 3) “Notes to the Non-consolidated Financial Statements,” which are part of the Non-consolidated Financial StatementsPlease note that the page numbers, section numbers, and reference pages of the documents sent to you are the same as those of the measures provided electronically.
 - Any revisions to the matters subject to electronic provision measures will be posted on each website that provides the information.
 - We will adopt the Cool Biz policy and dress casually on the day of the Meeting.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Election of Eight (8) Directors

The terms of office of all eight (8) Directors will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of eight (8) Directors, including one (1) new candidate for Director and one (1) new candidate for Outside Director.



Regarding nomination of candidates for Director, in order to ensure fairness and transparency, the Board of Directors seeks advice of the Nomination Committee, a voluntary body, which is chaired by an Independent Outside Director and a majority of whose members are Independent Outside Officers. The Nomination Committee deliberates on and submits a draft nomination proposal it has approved to the Board of Directors. The proposal was finalized by the resolution of the Board of Directors.

The candidates for Director are as follows:


No.	Name	Gender	Current positions and responsibilities at the Company
1	[Reappointment] TSUKAMOTO Hiroshi	[Male]	Representative Director and President Responsible for execution of overall management; General Manager of Sales Management Headquarter; Responsible for Civil Engineering and Construction Materials Business; Responsible for PC Walls Business; Chairman of the Board of Directors; Member of Nomination Committee; Member of Remuneration Committee
2	[Reappointment] SUGITA Yoshihiko	[Male]	Director, Managing Executive Officer Responsible for business administration
3	[New appointment] AIBA Kiyoshi	[Male]	—
4	[Reappointment] KODERA Mitsuru	[Male]	Director, Executive Officer Responsible for Engineering Development & Designing; Responsible for International Business
5	[Reappointment] KAKUGARA Akihiko	[Male]	Director, Executive Officer Responsible for Foundation Business; Responsible for Construction Sales
6	[Reappointment] MAZUKA Michiyoshi	[Male]	Outside Director Independent Officer Director Chairman of Nomination Committee; Chairman of Remuneration Committee
7	[Reappointment] MATSUMOTO Takenori	[Male]	Outside Director Independent Officer Director
8	[New appointment] HIROSE Shino	[Female]	Outside Director Independent Officer —


No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	 <p data-bbox="193 501 427 607">TSUKAMOTO Hiroshi (February 15, 1965)</p> <p data-bbox="213 651 406 685">[Reappointment]</p>	<p data-bbox="459 237 592 264">April 1988</p> <p data-bbox="683 237 911 264">Joined the Company</p> <p data-bbox="459 277 580 304">June 2011</p> <p data-bbox="683 277 1222 338">Representative Director and President, NC East Japan Concrete Industries Co., Ltd.</p> <p data-bbox="459 344 580 371">July 2014</p> <p data-bbox="683 344 1174 405">General Manager, Production Management Department, the Company</p> <p data-bbox="459 412 580 439">June 2015</p> <p data-bbox="683 412 1235 472">Executive Officer, General Manager, Production Management Department, the Company</p> <p data-bbox="459 479 580 506">June 2016</p> <p data-bbox="683 479 1050 506">Executive Officer, the Company</p> <p data-bbox="459 515 580 542">June 2020</p> <p data-bbox="683 515 1246 575">Director, Senior Managing Executive Officer, the Company</p> <p data-bbox="683 575 1262 636">Director, Kyushu Kouatsu Concrete Industries Co., Ltd. (current position)</p> <p data-bbox="459 642 580 669">June 2021</p> <p data-bbox="683 642 1158 703">Representative Director and President, the Company (current position)</p>	64,000
<p data-bbox="185 734 751 768">[Reason for nomination as candidate for Director]</p> <p data-bbox="185 775 1457 1032">After joining the Company, Mr. TSUKAMOTO Hiroshi was engaged in production management and operation of plants. After assuming office as Executive Officer, he tackled productivity enhancement and other initiatives as a person responsible for overall production management. After assuming office as Director, he was responsible for business administration and assisted the Representative Director. Since assuming office as Representative Director and President, he has been striving to achieve sustainable growth and enhancement of corporate value through implementation of the Group's Corporate Philosophy. Therefore, the Company proposes his reelection as Director to lead management of the Group.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	 SUGITA Yoshihiko (September 9, 1958) [Reappointment]	<p>April 1983 Joined Mitsui Knowledge Industry Co., Ltd. (currently MITSUI KNOWLEDGE INDUSTRY CO., LTD.)</p> <p>June 1991 Joined The Industrial Bank of Japan (currently Mizuho Bank, Ltd.)</p> <p>April 2006 Director, General Manager of General Affairs Dept., Mizuho-DL Financial Technology Co., Ltd.</p> <p>September 2007 Managing Executive Officer, Katokichi Co., Ltd. (currently TableMark Co., Ltd.)</p> <p>June 2008 Director, Managing Executive Officer, Katokichi Co., Ltd.</p> <p>June 2011 Standing Audit and Supervisory Board Member, TableMark Co., Ltd.</p> <p>April 2014 General Manager, Director Headquarters, SeiKoh-kai Medical Group</p> <p>June 2019 Executive Officer, the Company</p> <p>June 2022 Director, Executive Officer, the Company Representative Director and President, NC Management Service Co., Ltd. (current position)</p> <p>April 2024 Director, Managing Executive Officer, the Company (current position)</p> <p>[Significant concurrent positions] Representative Director and President, NC Management Service Co., Ltd.</p>	19,400
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. SUGITA Yoshihiko has lengthy experience at financial institutions and has held executive positions at business entities. Since joining the Company, he has been responsible for the Business Administration Department as an executive officer and has been engaged in the formulation of the management plan and other initiatives in the field of finance, IR and others. In view of his capabilities, insight, experience, and high ethical standards, the Company has determined that he will contribute to the Company's enhancement of corporate value and sustainable growth. Therefore, the Company proposes his reelection as Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
3	 AIBA Kiyoshi (June 1, 1967) [New appointment]	April 1993	Joined Tokyo Electric Power Company (currently Tokyo Electric Power Company Holdings, Inc. (TEPCO))	0
		July 2016	General Manager, Nuclear Power Planning Division, Fukushima Daini Nuclear Power Station, TEPCO	
		July 2018	Branch Manager, Kasukabe Area Branch, Saitama General Branch, TEPCO Power Grid, Inc.	
		August 2021	New Corporate Philosophy Project Headquarter Secretariat, TEPCO (current position)	
[Reason for nomination as candidate for Director] Mr. AIBA Kiyoshi has lengthy experience in the technology field, having worked as a branch manager and in an electric power distribution department at electric power companies. He has deep knowledge of poles, our mainstay product, and the Company has determined that he has the ability, insight, experience, and high ethical standards to contribute to the enhancement of our corporate value and sustainable growth. Therefore, the Company proposes his election as Director.				
4	 KODERA Mitsuru (July 17, 1966) [Reappointment]	April 1992	Joined the Company	28,700
		June 2010	General Manager, Engineering Development & Designing Department (III), the Company	
		June 2013	Representative Director and President, NC Kanto Pile Manufacturing Co., Ltd.	
		June 2015	Executive Officer, General Manager, Engineering Development & Designing Department, the Company	
		June 2020	Director, Executive Officer, General Manager, Engineering Development & Designing Department, the Company	
		June 2021	Director, Executive Officer, the Company (current position)	
		June 2022	Director, Nihon Network Support Co., Ltd. (current position)	
[Reason for nomination as candidate for Director] Mr. KODERA Mitsuru has in-depth knowledge concerning engineering and design of products and construction methods and is responsible for the Engineering Development & Designing Department, actively developing new products and advanced construction methods. He is also responsible for the International Business and is engaged in promotion of new businesses. In view of his capabilities, insight, experience, and high ethical standards, the Company has determined that he will contribute to the Company's enhancement of corporate value and sustainable growth. Therefore, the Company proposes his reelection as Director.				

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	 KAKUGARA Akihiko (November 2, 1959) [Reappointment]	April 1982 Joined Sumitomo Corporation April 2000 General Manager, Materials & Supply Dept., Sumitomo Corporation Taiwan Ltd. April 2009 General Manager, Cement Dept., Materials & Supply Div., Sumitomo Corporation June 2015 Representative Director, Executive Vice President, Sumisho & Mitsuibussan Kenzai Co., Ltd. (currently SMB Kenzai Co., Ltd.) June 2017 Representative Director, President, SMB Kenzai Co., Ltd. June 2021 Executive Officer, the Company June 2022 Director, Executive Officer, the Company (current position)	6,900
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. KAKUGARA Akihiko has experience in sales of building materials and other merchandise in Japan and overseas at a general trading company as well as experience as a corporate manager. Since joining the Company, he has been working for development of the Foundation Business. In view of his capabilities, insight, experience, and high ethical standards, the Company judges he will contribute to the Company's enhancement of corporate value and sustainable growth. Therefore, the Company proposes his reelection as Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
6	 <p>MAZUKA Michiyoshi (October 17, 1943)</p> <p>[Reappointment] Outside Director Independent Officer</p>	<p>April 1968 Joined Fujitsu FACOM Co., Ltd.</p> <p>April 1971 Transferred to Fujitsu Limited</p> <p>June 2001 Member of the Board and Head of East Japan Sales Business Unit, Fujitsu Limited</p> <p>June 2005 Member of the Board, Corporate Executive Vice President, Fujitsu Limited</p> <p>June 2006 Corporate Senior Executive Vice President and Representative Director, Fujitsu Limited</p> <p>June 2008 Chairman and Representative Director, Fujitsu Limited</p> <p>September 2009 Chairman, President and Representative Director, Fujitsu Limited</p> <p>June 2014 Advisor and Director, Fujitsu Limited</p> <p>June 2015 Director, the Company (current position)</p> <p>June 2016 Advisor, Fujitsu Limited Outside Director, AMADA HOLDINGS CO., LTD. (currently AMADA CO., LTD.)</p> <p>April 2018 Senior Advisor, Fujitsu Limited</p> <p>June 2018 Outside Director, Tsukishima Kikai Co., Ltd. (currently TSUKISHIMA HOLDINGS CO., LTD.) (current position)</p> <p>[Significant concurrent positions] Outside Director, TSUKISHIMA HOLDINGS CO., LTD.</p>	39,100
<p>[Reason for nomination as candidate for Outside Director and overview of the expected role]</p> <p>Having served as Chairman, President and Representative Director of Fujitsu Limited, Mr. MAZUKA Michiyoshi has a wealth of experience and extensive knowledge as a corporate manager. The Company can expect to receive appropriate advice from him on overall management from an independent standpoint and believes he will contribute to the Company's further enhancement of corporate governance. Therefore, the Company proposes his reelection as Outside Director.</p>			
<p>[Supplementary explanation concerning independence]</p> <p>The Company has a business relationship, including sales of products, with subsidiaries of Fujitsu Limited where Mr. MAZUKA Michiyoshi was engaged in the business execution. However, the transaction amount in the most recent fiscal year accounts for less than 1% of the consolidated net sales of Fujitsu Limited and the Company. Mr. MAZUKA Michiyoshi has not been involved in the business execution of Fujitsu Limited since June 2016.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
7	 <p data-bbox="210 633 408 741">MATSUMOTO Takenori (February 5, 1944)</p> <p data-bbox="210 779 408 875">[Reappointment] Outside Director Independent Officer</p>	<p data-bbox="459 241 1256 338">April 1968 Joined the Ministry of Transport (currently the Ministry of Land, Infrastructure, Transport and Tourism)</p> <p data-bbox="459 349 1256 409">January 1994 First Airport Administrator, Kansai International Airport, West Japan Civil Aviation Bureau</p> <p data-bbox="459 421 1256 481">August 1995 Director-General, West Japan Civil Aviation Bureau</p> <p data-bbox="459 492 1256 553">June 1996 Director-General, Engineering Department, Civil Aviation Bureau</p> <p data-bbox="459 564 1256 624">June 2000 Director, Japan Air System Co., Ltd.</p> <p data-bbox="459 636 1256 696">June 2003 Representative Director and Senior Managing Director, Japan Airline Co., Ltd.</p> <p data-bbox="459 707 1256 768">June 2006 Director and Chairman, JAL Aircraft Maintenance Narita Co., Ltd.</p> <p data-bbox="459 779 1256 840">August 2014 Representative Director and Senior Vice President, Setouchi SEAPLANES, Inc.</p> <p data-bbox="459 851 1256 911">January 2017 Representative Director and President, Setouchi SEAPLANES, Inc.</p> <p data-bbox="459 922 1256 983">September 2019 Executive Advisor, Daihyaku Shoji Co., Ltd. (current position)</p> <p data-bbox="459 994 1256 1055">November 2020 Executive Advisor, Japan Drone Organization Co., Ltd.</p> <p data-bbox="459 1066 1256 1126">June 2022 Director, the Company (current position)</p>	10,300
<p data-bbox="188 1059 1235 1088">[Reason for nomination as candidate for Outside Director and overview of the expected role]</p> <p data-bbox="188 1104 1457 1279">Having held key positions as a public official and served as Representative Director of operating companies, Mr. MATSUMOTO Takenori has a wealth of experience and extensive knowledge gained through his career in the public sector and as a corporate manager. The Company can expect to receive appropriate advice from him on overall management from an independent standpoint and believes he will contribute to the Company's further enhancement of corporate governance. Therefore, the Company proposes his reelection as Outside Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
8	 <p>HIROSE Shino (March 8, 1967)</p> <p>[New appointment] Outside Director Independent Officer</p>	<p>April 2000 Registered attorney (Dai-Ichi Tokyo Bar Association) Joined Abe, Ikubo & Katayama</p> <p>January 2004 Partner at Abe, Ikubo & Katayama (current position)</p> <p>October 2006 Study abroad at Beijing University of International Business and Economics, China</p> <p>April 2008 Embassy of Japan in China (First Secretary)</p> <p>September 2014 Outside Auditor, Joyful Honda Co., Ltd. (current position)</p> <p>June 2016 Outside Auditor, Nippon Suisan Kaisha Ltd. (currently Nissui Corporation) (current position)</p> <p>May 2018 Director, the Baseball Federation of Japan (current position)</p> <p>September 2019 Auditor, Japan Asian Community Culture Cooperation Organization (current position)</p> <p>June 2020 Auditor, Japan Basketball Association</p> <p>June 2021 Outside Director, INNOTECH CORPORATION (current position)</p> <p>[Significant concurrent positions] Partner, Abe, Ikubo & Katayama Outside Auditor, Joyful Honda Co., Ltd. Outside Director, INNOTECH CORPORATION Director, the Baseball Federation of Japan Auditor, Japan Asian Community Culture Cooperation Organization Auditor, Japan Basketball Association</p>	0
<p>[Reason for nomination as candidate for Outside Director and overview of the expected role]</p> <p>In addition to being well versed in corporate legal and compliance issues as an attorney at law, Ms. HIROSE Shino holds extensive international experience and broad knowledge of corporate activities. The Company can expect to receive appropriate advice and supervision on overall management from an independent standpoint, and has determined that she will work to further enhance corporate governance. Therefore, the Company proposes her election as Outside Director. While Ms. HIROSE Shino has no experience of being involved in the management of a company in any way other than as an outside director, she is adept in corporate legal affairs as an attorney at law and the Company has determined that she will be able to appropriately perform her duties as an Outside Director.</p>			

- Notes:
1. Current positions and responsibilities at the Company of candidates who are currently Directors of the Company are as indicated on the list of candidates for Director on page 3 of the Reference Document and in “Matters Regarding Company Directors” on page 26 of the Business Report (available in Japanese only).
 2. No special interest exists between any of the candidates and the Company.
 3. Mr. MAZUKA Michiyoshi, Mr. MATSUMOTO Takenori, and Ms. HIROSE Shino are candidates for Outside Director.
 4. Mr. MAZUKA Michiyoshi and Mr. MATSUMOTO Takenori are both currently Outside Directors of the Company. At the conclusion of this General Meeting of Shareholders, the number of years since their assumption of office as the Company’s Outside Directors will be as follows. Mr. MAZUKA Michiyoshi will have been in office as Outside Director for 9 years and Mr. MATSUMOTO Takenori for 2 years.
 5. The Company has designated both Mr. MAZUKA Michiyoshi and Mr. MATSUMOTO Takenori as independent officers based on the stipulations by the Tokyo Stock Exchange. If their reelection is approved,

they are scheduled to remain independent officers. In addition, if the election of Ms. HIROSE Shino is approved, she is scheduled to be an independent officer based on the stipulations by the Tokyo Stock Exchange.

In addition to the independence criteria stipulated by the Tokyo Stock Exchange, if any of the following applies to a person, the Company judges that such person is not independent. None of the following applies to Mr. MAZUKA Michiyoshi, Mr. MATSUMOTO Takenori, and Ms. HIROSE Shino.

(1) A person to whom any of the following currently applies:

- 1) A major shareholder of the Company (shareholder who holds 10% or more of voting rights) or an executive of such shareholder
- 2) An entity that is a business partner of the Company whose amount of transactions with the Company in the most recent fiscal year exceeds 3% of the Company's consolidated net sales for that year or an executive thereof
- 3) An entity where the Company is its business partner and whose amount of transactions with the Company in the most recent fiscal year exceeds 3% of the Company's consolidated net sales for that year or an executive thereof
- 4) A financial institution or other major creditor, which is indispensable for the Company's financing and on which the Company is dependent to the extent that there is no substitute, or an executive thereof
- 5) A certified public accountant who is the Accounting Auditor of the Company or an employee of the audit firm that is the Accounting Auditor of the Company
- 6) A person who has received a donation amounting to 10 million yen or more in the most recent fiscal year from the Company or an executive thereof
- 7) A lawyer, certified public accountant, certified tax accountant, a consultant or the like who received money or financial benefits exceeding 10 million yen from the Company in the most recent fiscal year other than officer remuneration or an executive thereof

(2) A person to whom any of (1) 1)-7) above applies at any point in time during the past three years

6. In accordance with Article 427 Paragraph 1 of the Companies Act and the Articles of Incorporation of the Company, the Company has entered into liability limitation agreements with both Mr. MAZUKA Michiyoshi and Mr. MATSUMOTO Takenori to limit their liability for damages. The amount of liability for damages in accordance with the agreement is limited to the amount stipulated by laws and regulations. If both of their reelections are approved, the Company plans to continue the liability limitation agreements with both of them. If Ms. HIROSE Shino's election is approved, the Company plans to conclude a liability limitation agreement with her.


7. The Company has entered into a directors and officers liability insurance contract, as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company, which covers damages that may arise when the insured assumes liability arising from the execution of his or her duties (however, cases to which exemptions specified by the insurance contract apply are not covered). If the candidates for Director are elected and assume office, all the Directors are scheduled to become the insured under the said insurance contract. The Company intends to renew the said insurance contract with the same contents at the next renewal.

Proposal 2: Election of One (1) Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member Mr. NISHIMURA Toshihide will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of one (1) Audit & Supervisory Board Member is proposed.

The candidate for Audit & Supervisory Board Member is as follows.

The Audit & Supervisory Board has given its approval to the submission of this proposal.

Name (Date of birth)	Career summary, positions, and significant concurrent positions	Number of shares of the Company held
 BAN Masahiro (July 9, 1962) [New appointment] [Outside Audit & Supervisory Board Member]	April 1986 Joined Onoda Cement Co., Ltd. (currently TAIHEIYO CEMENT CORPORATION) April 2019 General Manager, Accounting & Finance Department, TAIHEIYO CEMENT CORPORATION April 2022 Executive Officer, General Manager, Accounting & Finance Department, TAIHEIYO CEMENT CORPORATION April 2023 Managing Executive Officer, TAIHEIYO CEMENT CORPORATION (current position) [Significant concurrent positions] Managing Executive Officer, TAIHEIYO CEMENT CORPORATION	0
<p>[Reason for nomination as candidate for Outside Audit & Supervisory Board Member] Mr. BAN Masahiro possesses knowledge of finance and accounting from his experience as General Manager, Accounting & Finance Department, TAIHEIYO CEMENT CORPORATION, and based on his expertise we expect him to oversee and provide useful advice of management overall. Therefore, the Company proposes his election as Outside Audit & Supervisory Board Member. TAIHEIYO CEMENT CORPORATION is a Specified Associated Service Provider of the Company.</p>		

- Notes:
1. No special interest exists between the candidate and the Company.
 2. Mr. BAN Masahiro is a candidate for Outside Audit & Supervisory Board Member.
 3. If the election of Mr. BAN Masahiro is approved, the Company will enter into a liability limitation agreement with him in accordance with Article 427, Paragraph 1 of the Companies Act and the Company's Articles of Incorporation. The amount of liability for damages in accordance with the agreement is limited to the amount stipulated by laws and regulations.
 4. The Company has entered into a directors and officers liability insurance contract, as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company, which covers damage that may arise when the insured assumes liability for damages arising from the execution of his or her duties (however, cases to which exemptions specified by the insurance contract apply are not covered). If Mr. BAN Masahiro is elected and assumes office as an Audit & Supervisory Board Member, he will become the insured under the said insurance contract. The Company intends to renew the said insurance contract with the same contents at the next renewal.

[Reference] Skills Matrix of the Board of Directors and the Audit & Supervisory Board after the General Meeting of Shareholders (Plan)

	Position		Corporate Management	International	Technology / Production	Business / Sales	Finance & Accounting	Legal Affairs / Risk Management / Compliance	Business Administration / DX / ITC / Sustainability
TSUKAMOTO Hiroshi	Representative Director and President		●		●	●			●
SUGITA Yoshihiko	Director, Managing Executive Officer		●	●		●	●		
AIBA Kiyoshi	Director, Managing Executive Officer		●		●	●			●
KODERA Mitsuru	Director, Executive Officer		●	●	●	●			
KAKUGARA Akihiko	Director, Executive Officer		●	●		●		●	
MAZUKA Michiyoshi	Director	[Independent Officer] [Outside Director]	●	●		●			●
MATSUMOTO Takenori	Director	[Independent Officer] [Outside Director]	●	●	●			●	
HIROSE Shino	Director	[Independent Officer] [Outside Director]		●				●	●
INOUE Toshikatsu	Audit & Supervisory Board Member (Standing)		●			●	●		●
ANDO Makoto	Audit & Supervisory Board Member	[Independent Officer] [Outside Audit & Supervisory Board Member]					●		●
BAN Masahiro	Audit & Supervisory Board Member	[Outside Audit & Supervisory Board Member]	●				●	●	

Notes: Up to four areas are marked for which the Company has particular expectations of each Director and Audit & Supervisory Board Member.
The above list does not represent all the skills, etc. possessed by each Director and Audit & Supervisory Board Member.