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. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

(Stock Exchange Code 7313)
June 4, 2025
(Start Date of Electronic Provision Measures: May 23, 2025)

To Shareholders with Voting Rights:

Masanari Yasuda
Representative Director, President
TS TECH CO., LTD.
3-7-27, Sakae-cho, Asaka-shi, Saitama, Japan

NOTICE OF THE 79th ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

You are hereby informed that the 79th Annual General Meeting of Shareholders of TS TECH CO., LTD. (the "Company") will be held as described below.

As the Company is taking electronic provision measures in convening this General Meeting of Shareholders, matters subject to electronic provision measures are posted as the Notice of the 79th Annual General Meeting of Shareholders in the Company's website noted on the following page.

Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by mail or electromagnetic methods (via the Internet, etc.) no later than 17:30 on Thursday, June 19, 2025.

1. Date and time Friday, June 20, 2025 at 10:00 a.m., Japan time
(Reception is scheduled to start from 9:00 a.m.)

2. Place Ballroom Fuji on the 3rd floor of Hotel Metropolitan
1-6-1, Nishi-Ikebukuro, Toshima-ku, Tokyo, Japan

3. Agenda of the Meeting

Matters to be reported:

1. The Business Report, Consolidated Financial Statements for the Company's 79th Fiscal Year (April 1, 2024 - March 31, 2025) and results of audits by the Accounting Auditor and the Audit & Supervisory Committee of the Consolidated Financial Statements
2. Non-Consolidated Financial Statements for the Company's 79th Fiscal Year (April 1, 2024 - March 31, 2025)

Proposals to be resolved:

Proposal 1: Election of Seven (7) Directors (Excluding Directors who are Audit & Supervisory Committee Members)

Proposal 2: Election of Four (4) Directors who are Audit & Supervisory Committee Members

- There will be no souvenirs or refreshments.
- We will post a notice on our website in the event that there is a major change to the operation of this meeting.
- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception.
- In the event that the matters subject to electronic provision measures require revisions, a description of the revisions will be posted on the respective websites.

Websites Providing Matters Subject to Electronic Provision Measures

・The Company's website:
https://www.tstech.co.jp/english/ir/library/generalmeeting/

・The Tokyo Stock Exchange's website:
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show
* Please view the materials by accessing the Tokyo Stock Exchange's website, entering the Company's name or Stock Exchange Code in the search field, and selecting "Basic information" followed by "Documents for public inspection/PR information" in that order.

・The Portal of Shareholders' Meeting:
https://www.soukai-portal.net

- In accordance with the system for electronic provision of materials for shareholders' meetings, starting with this General Meeting of Shareholders, a summary version of the convocation notice has been sent to shareholders in addition to the simplified convocation notice legally required to be delivered (narrowly defined convocation notice and information on the website providing matters subject to electronic provision measures). This summary version contains a reference document for the General Meeting of Shareholders.
- The matters listed below are not included in the documents to be delivered to shareholders who have requested paper copies of the material, based on laws and regulations and Article 14 of the Articles of Incorporation. Note that these matters are also within the scope of the review by the Audit & Supervisory Committee Members and the Accounting Auditor.

・Business Report
1. Status of Our Group
2. Matters Regarding the Company's Shares
3. Matters Regarding the Company's Share Acquisition Rights
4. Matters Regarding Directors (and other Officers)
5. Status of the Accounting Auditor
6. The Company's Systems and Policies

・ Consolidated Financial Statements
Consolidated Statement of Changes in Equity
Notes to the Consolidated Financial Statements

・ Non-Consolidated Financial Statements
Non-Consolidated Balance Sheet
Non-Consolidated Statement of Income
Non-Consolidated Statement of Changes in Equity
Notes to the Non-Consolidated Financial Statements

・Accounting Auditor's Audit Report on the Consolidated Financial Statements
・Accounting Auditor's Audit Report on the Financial Statements
・Audit & Supervisory Committee's Audit Report

- Shareholders who wish to receive the full text of the notice of the subsequent General Meeting of Shareholders are requested to contact their securities firm or the Sumitomo Mitsui Trust Bank, Limited.

Inquiries: Stock Transfer Agency Business Planning Department, Sumitomo Mitsui Trust Bank, Limited
Tel: 0120-782-031 (call center toll-free in Japan)
Hours: 9:00 a.m. - 5:00 p.m. Japan time (excluding Saturdays, Sundays, public holidays, and December 31 - January 3)

Guidance on Exercising Voting Rights via the Internet, etc.

If you wish to exercise your voting rights via the Internet, etc., please review the following before proceeding.

1. Methods for Exercising Voting Rights

You can exercise your voting rights via the Internet, etc., using either of the following methods:

a. How to exercise voting rights using smartphone, etc.

(1) Scan the QR Code* printed on your Voting Rights Exercise Form (no ID or password required)

(2) Tap the "Go to Voting" button at the top of the Shareholder Meeting Portal website to access the voting screen.

(3) Thereafter, follow the on-screen instructions to enter your votes for or against the proposals.

*QR Code is a registered trademark of DENSO WAVE INCORPORATED.

b. How to exercise voting rights using PC, etc.

(1) Access the Shareholder Meeting Portal website (https://www.soukai-portal.net) and enter the "Shareholder Meeting Portal Login ID" and "Password" printed on the Voting Rights Exercise Form.

(2) Click the "Go to Voting" button at the top of the website to access the voting screen.

(3) Thereafter, follow the on-screen instructions to enter your votes for or against the proposals.

Alternatively, you can also exercise your voting rights by accessing the Voting Rights Exercise Website (https://www.web54.net) and entering the "Voting Rights Exercise Code" and "Password" printed on your Voting Rights Exercise Form.

2. Handling of the Exercise of Voting Rights

a. If you exercise your voting rights in writing and via the Internet, etc. multiple times, the vote exercised via the Internet, etc. will be considered valid. If multiple votes are submitted via the Internet, etc., the latest submission will be considered valid.

b. If you wish to change your vote after it has been submitted, you must access the Voting Rights Exercise Website (https://www.web54.net) and re-enter the "voting code" and "password" printed on your Voting Rights Exercise Form. If you have changed your password for the Voting Rights Exercise Website, please use the changed password.

3. Handling of Your Password, Voting Rights Exercise Code, and Shareholder Meeting Portal Login ID

a. Your password is a means of confirming your identity as a shareholder. Please keep it secure, as you would your registered seal or PIN.

b. If you enter the password incorrectly a certain number of times, it will be locked and you will not be able to use it.

c. "Voting Rights Exercise Code" and "Shareholder Meeting Portal Login ID" printed on your Voting Rights Exercise Form is valid only for this General Meeting of Shareholders.

4. Inquiries Regarding Usage

If you have any questions about navigating the Shareholder Meeting Portal Site or the Voting Rights Exercise Website, please contact:

Dedicated line for Stock Transfer Agency Web Support, Sumitomo Mitsui Trust Bank, Limited

Tel: 0120-652-031 (call center toll-free in Japan)

Hours: 9:00 a.m. - 9:00 p.m. Japan time

Reference Documents for the General Meeting of Shareholders

Proposal 1: Election of Seven (7) Directors (Excluding Directors who are Audit & Supervisory Committee Members)

The term of office for all seven (7) Directors (excluding Directors who are Audit & Supervisory Committee Members; hereinafter the same applies in this proposal) will expire at the close of this General Meeting of Shareholders. Accordingly, the Company proposes the election of seven (7) Directors.

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

Names and other information of Directors

No.	Name		Positions	Meetings of the Board of Directors attended
1	Masanari Yasuda	[Reappointment]	Representative Director, President	100% (17/17)
2	Eiji Toba	[Reappointment]	Representative Director, Senior Managing Officer	100% (17/17)
3	Yasushi Suzaki	[Reappointment]	Director, Senior Managing Officer	100% (17/17)
4	Satoru Munemura	[New appointment]	Managing Officer	—
5	Hiroshi Naito	[Reappointment]	Director, Operating Officer	100% (14/14)
6	Kaori Matsushita	[Reappointment] [Outside] [Independent]	Director	100% (17/17)
7	Hiromi Wada	[New appointment] [Outside] [Independent]	—	—

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibility at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="11">1</td><td rowspan="11">
Masanari Yasuda
(January 9, 1959)

[Reappointment]

Meetings of the Board of Directors attended 100% (17/17)

Conflicts of interest with the Company: None</td><td>April 1982</td><td>Joined the Company</td><td rowspan="11">92,410 shares</td></tr>
<tr><td>April 2007</td><td>Corporate Development and Engineering Division, Design Department General Manager</td></tr>
<tr><td>April 2008</td><td>Operating Officer, Corporate Development and Engineering Division Deputy Executive General Manager</td></tr>
<tr><td>April 2010</td><td>Operating Officer, Corporate Development and Engineering Division Executive General Manager</td></tr>
<tr><td>June 2010</td><td>Director, Corporate Development and Engineering Division Executive General Manager</td></tr>
<tr><td>June 2014</td><td>Managing Director, Corporate Development and Engineering Division Executive General Manager</td></tr>
<tr><td>April 2016</td><td>Managing Director</td></tr>
<tr><td>June 2016</td><td>Senior Managing Director (Representative Director)</td></tr>
<tr><td>June 2018</td><td>Representative Director, President (incumbent)</td></tr>
<tr><td colspan="2">[Significant concurrent positions]
—

[Reasons for nomination as a candidate for Director]
Mr. Masanari Yasuda has extensive experience, primarily in overseas segments and development domains, and has served as the Company’s Representative Director, President since June 2018.
In fiscal 2024, he spearheaded the management of the entire Group through his strong leadership and decisiveness, while overseeing business execution as Officer in Charge of Quality Assurance, Development, Manufacturing, and Business Administration, as well as leading capital alliances and collaborations aimed at improving corporate competitiveness.
We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our 2030 Vision.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibility at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="13">2</td><td rowspan="13">
Eiji Toba
(September 17, 1968)

[Reappointment]

Meetings of the Board of Directors attended 100% (17/17)

Conflicts of interest with the Company: None</td><td>April 1994</td><td>Joined the Company</td><td rowspan="13">24,340 shares</td></tr>
<tr><td>April 2007</td><td>Stationed at TS TECH NORTH AMERICA, INC. (currently TS TECH AMERICAS, INC.)</td></tr>
<tr><td>July 2013</td><td>Corporate Development and Engineering Division, Model LPL Department Model LPL</td></tr>
<tr><td>April 2016</td><td>Operating Officer
Director and President of TS TECH DO BRASIL LTDA.</td></tr>
<tr><td>April 2019</td><td>Operating Officer, Corporate Manufacturing Division Deputy Executive General Manager</td></tr>
<tr><td>April 2020</td><td>Operating Officer
Asia and Europe Executive General Manager
Director and President of TS TECH ASIAN CO., LTD.
Director and Chairman of TS TECH BANGLADESH LIMITED
Director and Chairman of TS TECH UK LTD</td></tr>
<tr><td>June 2020</td><td>Managing Director</td></tr>
<tr><td>April 2021</td><td>Managing Director, Asia and Europe Segment Executive General Manager</td></tr>
<tr><td>June 2021</td><td>Director, Managing Officer, Asia and Europe Segment Executive General Manager</td></tr>
<tr><td>April 2022</td><td>Director, Managing Officer, Corporate Development and Engineering Division Executive General Manager</td></tr>
<tr><td>April 2024</td><td>Representative Director, Senior Managing Officer, Corporate Development and Engineering Division Executive General Manager (incumbent)
Compliance Officer (incumbent)</td></tr>
<tr><td colspan="2">[Significant concurrent positions]
—

[Reasons for nomination as a candidate for Director]
Mr. Eiji Toba has extensive overseas experience, and broad experience primarily in development and manufacturing, and has served as the Company’s Representative Director since April 2024. In fiscal 2024, he oversaw business execution as Officer in Charge of New Business Management, Sales, Purchasing, and Business Administration, and has spearheaded the management of the entire Group with Mr. Yasuda as Compliance Officer of the Company. We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our 2030 Vision.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibility at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="13">3</td><td rowspan="13">
Yasushi Suzaki
(May 5, 1966)

[Reappointment]

Meetings of the Board of Directors attended 100% (17/17)

Conflicts of interest with the Company: None</td><td>April 1990</td><td>Joined the Company</td><td rowspan="13">19,657 shares</td></tr>
<tr><td>April 2003</td><td>Stationed at TS TECH NORTH AMERICA, INC. (currently TS TECH AMERICAS, INC.)</td></tr>
<tr><td>April 2012</td><td>Corporate Manufacturing Division, Manufacturing Planning Department General Manager</td></tr>
<tr><td>April 2016</td><td>Corporate Manufacturing Division, Saitama Plant Manager</td></tr>
<tr><td>April 2018</td><td>Operating Officer, Corporate Manufacturing Division Deputy Executive General Manager</td></tr>
<tr><td>April 2020</td><td>Operating Officer, Corporate Manufacturing Division Executive General Manager</td></tr>
<tr><td>June 2020</td><td>Director, Corporate Manufacturing Division Executive General Manager</td></tr>
<tr><td>June 2021</td><td>Director, Operating Officer, Corporate Manufacturing Division Executive General Manager</td></tr>
<tr><td>April 2022</td><td>Director, Managing Officer, Corporate Manufacturing Division Executive General Manager</td></tr>
<tr><td>April 2024</td><td>Risk Management Officer</td></tr>
<tr><td>April 2025</td><td>Director, Senior Managing Officer, Americas Segment Executive General Manager (incumbent)
Director and President of TS TECH AMERICAS, INC. (incumbent)</td></tr>
<tr><td colspan="2">[Significant concurrent positions]
Director and President of TS TECH AMERICAS, INC.

[Reasons for nomination as a candidate for Director]
Mr. Yasushi Suzaki has broad experience, primarily in overseas segments and manufacturing, which has given him a high level of expertise and insight into these domains.
In fiscal 2024, he led the establishment of globally-competitive production systems and functions as well as serving as Risk Management Officer, and from April 2025, he has managed the entire business, such as new customer acquisition and technology development, primarily in the Americas.
We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our 2030 Vision.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibility at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="10">4</td><td rowspan="10">
Satoru Munemura
(March 1, 1963)

[New appointment]

Meetings of the Board of Directors attended
—

Conflicts of interest with the Company:
None</td><td>April 1986</td><td>Joined the Company</td><td rowspan="10">9,998 shares</td></tr>
<tr><td>April 2007</td><td>Corporate Sales Division, Global Sales Department General Manager</td></tr>
<tr><td>April 2009</td><td>Corporate Sales Division, Sales Department 3 General Manager</td></tr>
<tr><td>April 2012</td><td>Corporate Sales Division, Business Development Department General Manager</td></tr>
<tr><td>April 2018</td><td>President of TS TECH (THAILAND) CO., LTD.
President of TS TECH (KABINBURI) CO., LTD.</td></tr>
<tr><td>April 2022</td><td>Operating Officer, Asia Segment Executive General Manager
President of TS TECH ASIAN CO., LTD.</td></tr>
<tr><td>April 2024</td><td>Managing Officer, Corporate Sales and Purchasing Division Executive General Manager (incumbent)</td></tr>
<tr><td>April 2025</td><td>Risk Management Officer (incumbent)</td></tr>
<tr><td colspan="2">[Significant concurrent positions]
—

[Reasons for nomination as a candidate for Director]
Mr. Yasushi Suzaki has broad experience, primarily in overseas segments, sales, and purchasing, which has given him a high level of expertise and insight into these domains.
In fiscal 2024, he led the entire sales and purchasing domains, and from April 2025, he has supervised risk management for the whole Group as Risk Management Officer.
We request his appointment as Director, in the expectation that he can contribute to sales, purchasing, and other domains towards realizing our 2030 Vision.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibility at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="9">5</td><td rowspan="9">
Hiroshi Naito
(February 25, 1967)

[Reappointment]

Meetings of the Board of Directors attended 100% (14/14)

Conflicts of interest with the Company: None</td><td>April 1989</td><td>Joined Honda Motor Co., Ltd.</td><td rowspan="9">7,089 shares</td></tr>
<tr><td>April 2015</td><td>General Manager of Regional Operation Planning Office (South America) of Honda Motor Co., Ltd.; Stationed at Honda South America Ltda. (Sumare, Brazil)</td></tr>
<tr><td>April 2019</td><td>General Manager of Accounting Division for Business Management Operations of Honda Motor Co., Ltd.</td></tr>
<tr><td>April 2021</td><td>General Manager of Sustainability Planning Division, Corporate Planning Supervisory Unit of Honda Motor Co., Ltd.</td></tr>
<tr><td>April 2023</td><td>General Manager of Four-wheeled and Electric Business Management Division, Business Management Supervisory Unit, Corporate Administration Operations of Honda Motor Co., Ltd.</td></tr>
<tr><td>April 2024</td><td>Operating Officer, Corporate Business Administration Division, Executive General Manager</td></tr>
<tr><td>June 2024</td><td>Director of Honda Cars SAITAMAKITA CO., LTD. (incumbent)
Director, Operating Officer, Corporate Business Administration Division Executive General Manager (incumbent)</td></tr>
<tr><td colspan="2">[Significant concurrent positions]
Director of Honda Cars SAITAMAKITA CO., LTD.

[Reasons for nomination as a candidate for Director]
Mr. Hiroshi Naito has an extensive business track record in Japan and overseas at Honda Motor Co., Ltd., and broad experience and knowledge in operations, finance business administration and other domains.
In fiscal 2024, he led the development of financial strategies to support the business growth for the whole Group.
We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our 2030 Vision.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibility at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="11">6</td><td rowspan="11">
Kaori Matsushita
(April 16, 1959)

[Reappointment]
[Outside]
[Independent]

Meetings of the Board of Directors attended 100% (17/17)

Conflicts of interest with the Company: None</td><td>April 1982</td><td>Joined FUJITSU LIMITED</td><td rowspan="11">1,723 shares</td></tr>
<tr><td>April 2007</td><td>General Manager of Project Management Department, Alliance Management Division, Global Strategy Headquarters of FUJITSU LIMITED</td></tr>
<tr><td>September 2013</td><td>General Manager of Project Management Department, Alliance Management Department, Global Strategy Headquarters of FUJITSU LIMITED
Diversity Mentor of FUJITSU LIMITED</td></tr>
<tr><td>April 2016</td><td>Senior Director, Global Marketing Headquarters of FUJITSU LIMITED</td></tr>
<tr><td>May 2019</td><td>Representative Director, President of K&L Consulting LLC (incumbent)</td></tr>
<tr><td>June 2020</td><td>Outside Director and Audit & Supervisory Committee Member of Taisei Oncho Co., Ltd. (incumbent)</td></tr>
<tr><td>May 2022</td><td>Outside Director of Belc CO., LTD.</td></tr>
<tr><td>June 2022</td><td>Director of the Company (incumbent)</td></tr>
<tr><td colspan="2">[Significant concurrent positions]
Representative Director, President of K&L Consulting LLC
Outside Director and Audit & Supervisory Committee Member of Taisei Oncho Co., Ltd.

[Reasons for nomination as a candidate for Outside Director, and summary of expected roles]
Ms. Kaori Matsushita has extensive experience and insight gained through the planning and promotion of new business and corporate alliance strategy at a comprehensive IT vendor, and diversity management support at a consulting company.
We request her reappointment as Outside Director in the expectation that she will continue to contribute to enhancing diversity and ensuring the soundness of management of the Company.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibility at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="9">7</td><td rowspan="9">
Hiromi Wada
(July 24, 1960)

[New appointment]
[Outside]
[Independent]

Meetings of the Board of Directors attended
—

Conflicts of interest with the Company:
None</td><td>April 1983</td><td>Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Corporation)</td><td rowspan="9">0 shares</td></tr>
<tr><td>April 2010</td><td>Trustee of Panasonic Corporation</td></tr>
<tr><td>March 2016</td><td>Trustee of The Linux Foundation, a non-profit standards organization</td></tr>
<tr><td>August 2020</td><td>Advisor of Panasonic Corporation Automotive Company (currently Panasonic Automotive Systems Co., Ltd.) (incumbent)</td></tr>
<tr><td>June 2021</td><td>Outside Director of Imasen Electric Industrial Co., Ltd. Outside Director of SAKAI CHEMICAL INDUSTRY CO., LTD. (incumbent)</td></tr>
<tr><td>June 2022</td><td>Representative Director of i-Golf Studio Co., Ltd. (now HIROZ Co, Ltd.) (incumbent)</td></tr>
<tr><td>April 2023</td><td>Outside Director of SHIMANO INC. (incumbent)</td></tr>
<tr><td colspan="2">[Significant concurrent positions]
Outside Director of SAKAI CHEMICAL INDUSTRY CO., LTD.
Representative Director of i-Golf Studio Co., Ltd. (now HIROZ Co., Ltd.)
Outside Director of SHIMANO INC.

[Reasons for nomination as a candidate for Outside Director, and summary of expected roles]
Ms. Hiromi Wada has extensive experience and insight centered on development and technology domains at a general electric manufacturer, currently serving as an outside director at other companies, which provides her with management experience.
We request her appointment as a new Outside Director in the expectation that she will continue to contribute to ensuring the soundness of management of the Company.</td></tr>
</table>

(Notes)

1. Ms. Kaori Matsushita and Ms. Hiromi Wada are candidates for Outside Director as prescribed in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act.
2. The Company has designated Ms. Kaori Matsushita as an Independent Officer as stipulated by Tokyo Stock Exchange, Inc. and notified the Exchange as such. If Ms. Kaori Matsushita is re-elected and assumes office as Director, the Company will continue to designate her as an Independent Officer as stipulated by Tokyo Stock Exchange, Inc. If Ms. Hiromi Wada is elected and assumes office as Director, the Company will similarly designate her as an Independent Officer as stipulated by Tokyo Stock Exchange, Inc. and notify the Exchange as such.
3. The period of service of Ms. Kaori Matsushita as an Outside Director of the Company will be three (3) years at the close of this Annual General Meeting of Shareholders.
4. Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Ms. Kaori Matsushita to limit her liability for damages, as prescribed in Article 423, Paragraph 1 of the same Act. The amount of liability under the agreement is limited to the minimum liability amount as provided for in Article 425, Paragraph 1 of the same Act. If Ms. Kaori Matsushita is re-elected, the Company will continue the above agreement with her. If Ms. Hiromi Wada is elected and assumes office as Director. the Company will enter into the same agreement with her to limit her liability for damages.
5. The Company has entered into a directors and officers liability (D&O liability) insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company to cover legal damages and litigation expenses in the event that a claim for damages is made against the insured parties. The candidates will be included among the insured parties under this insurance contract if they are elected and assume office as Directors. The Company intends to renew this insurance contract with the same contents at the time of the next renewal.

■ Opinions of the Audit & Supervisory Committee

The Audit & Supervisory Committee deliberated on the selection of candidates for Director (excluding Directors who are Audit & Supervisory Committee Members) in this proposal after confirming the

details of deliberations by the Nomination and Compensation Committee and evaluating the status of business execution, career summary and expertise, etc. of each candidate.
As a result, we have determined that the procedures for selection are reasonable, and that the candidates for Director (excluding Directors who are Audit & Supervisory Committee Members) are suitable as Directors of the Company.

Proposal 2: Election of Four (4) Directors who are Audit & Supervisory Committee Members

The term of office for all four (4) Directors who are Audit & Supervisory Committee Members will expire at the close of this General Meeting of Shareholders. Accordingly, the Company proposes the election of four (4) Directors who are Audit & Supervisory Committee Members. The consent of the Audit & Supervisory Committee has been obtained regarding this proposal.

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

No.	Name		Positions	Meetings of the Board of Directors attended	Meetings of the Audit & Supervisory Committee attended
1	Yoshikazu Ariga	[New appointment]	Managing Officer	—	—
2	Hajime Hayashi	[Reappointment] [Outside] [Independent]	Director, Audit & Supervisory Committee Member	100% (17/17)	100% (17/17)
3	Tomoko Nakada	[Reappointment] [Outside] [Independent]	Director, Audit & Supervisory Committee Member	100% (17/17)	100% (17/17)
4	Kenichi Naito	[Reappointment] [Outside] [Independent]	Director, Audit & Supervisory Committee Member	100% (17/17)	100% (17/17)

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibility at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">1</td><td rowspan="2">
Yoshikazu Ariga
(May 14, 1965)

[New appointment]

Meetings of the Board of Directors attended
—
Meetings of the Audit & Supervisory Committee attended
—

Conflicts of interest with the Company:
None</td><td>April 1990</td><td>Joined the Company</td><td rowspan="2">12,592 shares</td></tr>
<tr><td>April 2014</td><td>Corporate Purchasing Division, Purchasing Department 2 General Manager</td></tr>
<tr><td></td><td>April 2015</td><td>Operating Officer, Corporate Purchasing Division Deputy Executive General Manager</td><td></td></tr>
<tr><td></td><td>April 2016</td><td>Operating Officer, Corporate Purchasing Division Executive General Manager</td><td></td></tr>
<tr><td></td><td>June 2016</td><td>Director, Corporate Purchasing Division Executive General Manager</td><td></td></tr>
<tr><td></td><td>June 2020</td><td>Managing Officer, Corporate Sales and Purchasing Division Deputy Executive General Manager</td><td></td></tr>
<tr><td></td><td>April 2022</td><td>Managing Officer
President of TS TECH Poland sp. z o.o.</td><td></td></tr>
<tr><td></td><td colspan="3">[Significant concurrent positions]
—

[Reasons for nomination as a candidate for Director who is an Audit & Supervisory Committee Members]
Mr. Yoshikazu Ariga has broad experience, primarily in overseas segments and purchasing, which has given him a high level of expertise and insight into these domains.
Having served as the Company's Operating Officer since fiscal 2015, he is well versed in the overall management of the Group.
We request his appointment as a new Director who is an Audit & Supervisory Committee Member in the expectation that he will be able to contribute to the audit and supervision of the Company’s management, utilizing his insight.</td><td></td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibility at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">2</td><td rowspan="2">
Hajime Hayashi
(April 19, 1958)

[Reappointment]
[Outside]
[Independent]

Meetings of the Board of Directors attended 100% (17/17)

Meetings of the Audit & Supervisory Committee attended 100% (17/17)

Conflicts of interest with the Company: None</td><td>April 1983</td><td>Joined Mie Labor Management Center</td><td rowspan="2">1,970 shares</td></tr>
<tr><td>April 1986</td><td>Registered as an Attorney
Joined Owaki & Sumi Law Office</td></tr>
<tr><td></td><td>April 1989</td><td>Joined Meiwa Law Office</td><td></td></tr>
<tr><td></td><td>May 1996</td><td>Representative of Sazanka Law Office (incumbent)</td><td></td></tr>
<tr><td></td><td>June 2020</td><td>Auditor of the Company</td><td></td></tr>
<tr><td></td><td>June 2021</td><td>Director (Audit & Supervisory Committee Member) (incumbent)</td><td></td></tr>
<tr><td></td><td colspan="3">[Significant concurrent positions]
Founder of Sazanka Law Office

[Reasons for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member, and summary of expected roles]
Mr. Hajime Hayashi has extensive experience and insight as an attorney, and since his appointment as Outside Director of the Company, he has appropriately performed audits, such as by giving advice on the management of the Company as necessary.
We request his reappointment as Outside Director who is an Audit & Supervisory Committee Member, in the expectation that he can continue to contribute to ensuring the soundness of management, and the audit and supervision of the Company’s management.</td><td></td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibility at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">3</td><td rowspan="2">
Tomoko Nakada
(January 20, 1972)

[Reappointment]
[Outside]
[Independent]

Meetings of the Board of Directors attended 100% (17/17)

Meetings of the Audit & Supervisory Committee attended 100% (17/17)

Conflicts of interest with the Company: None</td><td>April 1997</td><td>Assistant Judge (Tokyo District Court)</td><td rowspan="2">2,331 shares</td></tr>
<tr><td>June 2000</td><td>Registered as an Attorney (affiliated with Dai-ni Tokyo Bar Association)</td></tr>
<tr><td></td><td>August 2002</td><td>Registered as an Attorney (New York State)</td><td></td></tr>
<tr><td></td><td>March 2015</td><td>International Fellow of The American College of Trust and Estate Counsel (incumbent)</td><td></td></tr>
<tr><td></td><td>April 2017</td><td>Academician of The International Academy of Estate and Trust Law (incumbent)</td><td></td></tr>
<tr><td></td><td>December 2020</td><td>Representative of Tokyo Heritage Law Firm (incumbent)</td><td></td></tr>
<tr><td></td><td>June 2021</td><td>Director (Audit & Supervisory Committee Member) (incumbent)</td><td></td></tr>
<tr><td></td><td>June 2023</td><td>Outside Director, Audit and Supervisory Committee Member of ADVANTEST CORPORATION (incumbent)</td><td></td></tr>
<tr><td></td><td colspan="3">[Significant concurrent positions]
Representative of Tokyo Heritage Law Firm
Outside Director, Audit and Supervisory Committee Member of ADVANTEST CORPORATION

[Reasons for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member, and summary of expected roles]
Ms. Tomoko Nakada has extensive overseas experience and broad insight as an attorney, and since her appointment as Outside Director of the Company, she has appropriately performed audits, such as by giving advice on the management of the Company as necessary.
We request her reappointment as Outside Director who is an Audit & Supervisory Committee Member, in the expectation that she can continue to contribute to ensuring the soundness of management, and the audit and supervision of the Company’s management.</td><td></td></tr>
</table>

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
4	 Kenichi Naito (December 25, 1958) [Reappointment] [Outside] [Independent] Meetings of the Board of Directors attended 100% (17/17) Meetings of the Audit & Supervisory Committee attended 100% (17/17) Conflicts of interest with the Company: None	April 1982	Joined Ube Industries, Ltd. (currently UBE Corporation)	518 shares
		May 2002	General Manager of Administration Dept., Ube Techno Eng Co., Ltd. (currently UBE MACHINERY CORPORATION, Ltd.)	
		June 2008	Director, General Manager of Administration Center, Ube Techno Eng Co., Ltd.	
		June 2014	Managing Director, Executive General Manager of Administration Dept, T&U ELECTRONICS CO., LTD	
		June 2017	Auditor, UBE EXSYMO CO., LTD.	
		June 2023	Director (Audit & Supervisory Committee Member) (incumbent)	
		[Significant concurrent positions] —		
		[Reasons for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member, and summary of expected roles] Mr. Kenichi Naito has extensive experience and insight through financial accounting, domestic and international sales, supervising sales of group companies, corporate management at a major general chemicals manufacturer as well as auditing duties as an auditor. We request his reappointment as Outside Director who is an Audit & Supervisory Committee Member, in the expectation that he can continue to contribute to ensuring the soundness of management, and the audit and supervision of the Company's management.		

(Notes)

1. Mr. Hajime Hayashi, Ms. Tomoko Nakada, and Mr. Kenichi Naito are candidates for Outside Director as prescribed in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act.
2. The Company has designated Mr. Hajime Hayashi, Ms. Tomoko Nakada, and Mr. Kenichi Naito as Independent Officers as stipulated by Tokyo Stock Exchange, Inc. and notified the Exchange as such. If each candidate is re-elected and assumes office as Directors who are Audit & Supervisory Committee Members, the Company will continue to designate them as Independent Officers as stipulated by Tokyo Stock Exchange, Inc. and notify the Exchange as such.
3. The Company believes that Mr. Hajime Hayashi is capable of appropriately fulfilling his duties as an Outside Director who is an Audit & Supervisory Committee Member, based on his broad knowledge and extensive experience as an attorney.
4. The Company believes that Ms. Tomoko Nakada is capable of appropriately fulfilling her duties as an Outside Director who is an Audit & Supervisory Committee Member, based on her broad knowledge as an attorney and global perspective cultivated through her extensive experience overseas.
5. Mr. Kenichi Naito has extensive experience and insight through financial accounting, domestic and international sales, supervising sales of group companies, corporate management at a major general chemicals manufacturer as well as auditing duties as an auditor, and the Company believes that he is capable of appropriately fulfilling his duties as an Outside Director who is an Audit & Supervisory Committee Member by contributing to strengthening the decision making function and the auditing and supervisory function of the Company's Board of Directors, utilizing his broad insight cultivated through his experience.
6. Mr. Hajime Hayashi is currently an Outside Director who is an Audit & Supervisory Committee Member of the Company, and the period of service of Mr. Hajime Hayashi as Outside Director who is an Audit & Supervisory Committee Member of the Company will be four (4) years at the close of this General Meeting of Shareholders.
7. Ms. Tomoko Nakada is currently an Outside Director who is an Audit & Supervisory Committee Member of the Company, and the period of service of Ms. Tomoko Nakada as Outside Director who is an Audit & Supervisory Committee Member of the Company will be four (4) years at the close of this General Meeting of Shareholders.

8. Mr. Kenichi Naito is currently an Outside Director who is an Audit & Supervisory Committee Member of the Company, and the period of service of Mr. Kenichi Naito as Outside Director who is an Audit & Supervisory Committee Member of the Company will be two (2) years at the close of this General Meeting of Shareholders.
9. Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Mr. Hajime Hayashi, Ms. Tomoko Nakada, and Mr. Kenichi Naito to limit their liability for damages, as prescribed in Article 423, Paragraph 1 of the same Act. The amount of liability under the agreement is limited to the minimum liability amount as provided for in Article 425, Paragraph 1 of the same Act. If each candidate is re-elected and assumes office as Directors who are Audit & Supervisory Committee Members, the Company will continue these agreements with each of them, as Directors who are Audit & Supervisory Committee Members.
10. Pursuant to the provisions in Article 430-3, Paragraph 1 of the Companies Act, the Company has entered into a directors and officers liability (D&O liability) insurance contract with an insurance company to cover legal damages and litigation expenses in the event that a claim for damages is made against the insured parties. The candidates will be included among the insured parties under this insurance contract if they are elected and assume office as Directors who are Audit & Supervisory Committee Members. The Company intends to renew this insurance contract with the same contents at the time of the next renewal.

(Reference: Skill Matrix of Candidates for Director)

Name	Positions		Experience and expertise									
			Corporate management		Knowledge about international business and overseas conditions	Finance and accounting	Technology development	Manufacturing and quality	Environment	Sales and procurement	Human resources development and diversity	Legal affairs and risk management
			Management strategy									
Masanari Yasuda	Representative Director, President	■	○	○	○		○	○				
Eiji Toba	Representative Director, Senior Managing Officer	■	○	○	○		○	○		○		○
Yasushi Suzaki	Director, Senior Managing Officer			○	○			○	○			○
Satoru Munemura	Director, Managing Officer			○	○			○		○		○
Hiroshi Naito	Director, Operating Officer		○	○	○	○			○			
Kaori Matsushita	Director	■■■		○	○						○	
Hiromi Wada	Director	■■		○			○				○	○
Yoshikazu Ariga	Director Audit & Supervisory Committee Member			○	○			○		○		
Hajime Hayashi	Director Audit & Supervisory Committee Member	■■■										○
Tomoko Nakada	Director Audit & Supervisory Committee Member	■■■			○						○	○
Kenichi Naito	Director Audit & Supervisory Committee Member	■■		○	○	○						○

■ Nomination and Compensation Committee
■ Outside Directors
■ Independent Directors

Note: The above “positions” shall be applied in the event that each candidate is elected at this General Meeting of Shareholders.