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

Securities code: 6284
Date of sending by postal mail: November 26, 2026
Start date of measures for electronic provision: November 20, 2026

To Shareholders:

Makoto Fujiwara, Representative Director and President
NISSEI ASB MACHINE CO., LTD.
4586-3 Koo, Komoro-shi, Nagano

NOTICE OF THE 48TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

You are hereby notified that the 48th Ordinary General Meeting of Shareholders of NISSEI ASB MACHINE CO., LTD. (the "Company") will be held for the purposes described below.

When convening this general meeting of shareholders, the Company takes 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 posts this information on the following websites. Please access any of the websites by using the internet address shown below to review the information.

[The Company's website]
https://www.nisseiasb.co.jp/en/
(From the above website, select "IR," and then "Financial Results.")

[Websites for posting information materials for the General Meeting of Shareholders]
https://d.sokai.jp/6284/teiji/ (in Japanese)

[Tokyo Stock Exchange (TSE) website (Listed Company Search)]:
https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)
(Access the TSE website by using the internet address shown above, enter "NISSEI ASB MACHINE" in "Issue name (company name)" or the Company's securities code "6284" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting].")

If you are unable to attend the meeting, you can exercise your voting rights via the internet, etc. or in writing (by mail). Please review the Reference Documents for the General Meeting of Shareholders below and exercise your voting rights by Tuesday, December 15, 2026, at 5:25 p.m. (JST).

1. **Date and Time** Wednesday, December 16, 2026, at 10:00 a.m. (JST)

2. **Place** Head Office Conference Room of the Company
4586-3 Koo, Komoro-shi, Nagano

3. **Meeting Agenda**

Matters to be reported:

(1) Report on the Business Report, Consolidated Financial Statements, and the results of audits of the Consolidated Financial Statements by the financial auditor and the Audit & Supervisory Board for the 48th Fiscal Year (October 1, 2025 to September 30, 2026)

(2) Report on the Non-consolidated Financial Statements for the 48th Fiscal Year (October 1, 2025 to September 30, 2026)

Matters to be resolved:

Proposal No. 1 Election of 11 Directors

Proposal No. 2 Election of One Audit & Supervisory Board Member

Proposal No. 3 Election of One Substitute Audit & Supervisory Board Member

Proposal No. 4 Revision of the Maximum Remuneration Limit for Directors

Proposal No. 5 Payment of Retirement Benefits to a Retiring Audit & Supervisory Board Member

4. **Matters to be Decided upon Convocation (Information on the Exercise of Voting Rights)**

(1) If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on each of the aforementioned websites.

(2) If you exercise your voting rights in writing (by mail) and there is no indication of your approval or disapproval of a proposal on the Voting Rights Exercise Form, we will consider you to approve of the proposal.

(3) If you exercise your voting rights both in writing (by mail) and via the internet, etc., the exercise of voting rights via the internet, etc. shall be deemed effective. In addition, if you exercise your voting rights via the internet, etc. multiple times, only the last vote shall be deemed effective.

- If attending the meeting, please submit the enclosed Voting Rights Exercise Form sent together with this Notice at the meeting venue reception.
- For this general meeting of shareholders, we have decided to deliver paper-based documents stating the items subject to measures for electronic provision to all shareholders, regardless of whether or not they have requested them.
- Please note that among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company, the following matters are not provided in the paper-based documents sent to shareholders.

  The Audit & Supervisory Board Members and the financial auditor have audited the documents subject to audit, including the following matters:

  1. Notes to Consolidated Financial Statements
  2. Notes to Non-consolidated Financial Statements

Reference Documents for the General Meeting of Shareholders

Proposal No. 1 Election of 11 Directors

The terms of office of all 11 currently serving Directors will expire at the conclusion of this Ordinary General Meeting of Shareholders. In that regard, the Company proposes the election of 11 Directors.

The candidates for Director are as follows:

Candi-date no.	Name	Position in the Company	Rate of attendance at meetings of the Board of Directors	Candidate attributes
1	Daiichi Aoki	Director	100%	Reelection
2	Kota Aoki	Representative Director and Chairman	100%	Reelection
3	Makoto Fujiwara	Representative Director and President	100%	Reelection
4	Karel Keersmaekers-Michiels	Executive Director	100%	Reelection
5	Kazuya Yoda	Director	100%	Reelection
6	Eva Alzas Guillen	Director	100%	Reelection
7	Yuichi Yamamoto	Director	100%	Reelection
8	Masayuki Sakai	Director	100%	Reelection Outside Independent
9	Keiji Himori	Director	100%	Reelection Outside Independent
10	Masahiro Midorikawa	Director	100%	Reelection Outside Independent
11	Mayuko Mase	Director	100%	Reelection Outside Independent

Reelection Candidate for reelection as a Director
Outside Candidate for outside Director
Independent Independent officer pursuant to the rules of securities exchanges

<table>
<tr><td>Candidate no.</td><td>Name
(Date of birth)</td><td colspan="2">Career summary and positions and responsibilities in the Company</td><td>Number of the Company’s shares owned</td></tr>
<tr><td rowspan="3">1</td><td rowspan="2">Daiichi Aoki
(September 27, 1943)

Reelection

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Nov. 1978</td><td>Established the Company, Representative Director and President</td><td rowspan="2">21,500 shares</td></tr>
<tr><td>Dec. 1998
Dec. 2016
Oct. 2017
Apr. 2026</td><td>Representative Director and Chairman
Representative Director, Chairman and President
Representative Director and Chairman
Director (current position)</td></tr>
<tr><td colspan="2">Significant concurrent positions outside the Company
Representative Director, ASB Incorporated Co., Ltd.</td><td></td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for Director
As founder, Daiichi Aoki has directed the management of the Group as a whole over many years, and has driven the Group’s development. He possesses a high level of achievements and abundant experience and insight as a manager, and the Company has therefore judged that he is appropriate as a candidate for Director, and proposes his election.</td></tr>
<tr><td rowspan="3">2</td><td rowspan="2">Kota Aoki
(November 15, 1972)

Reelection

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Apr. 1997
Apr. 2003
Dec. 2003
Dec. 2008
Dec. 2016
Jan. 2019

Dec. 2023

Apr. 2026</td><td>Joined the Company
Deputy General Manager, Sales and Marketing Department
Director and General Manager, Sales and Marketing Department
Representative Director and President
Director
Representative Director and President, NISSEI ASB COMPANY (current position)
Director and Vice President, the Company
Representative Director and Chairman (current position)</td><td rowspan="2">153,400 shares</td></tr>
<tr><td colspan="2">Significant concurrent positions outside the Company
Representative Director and President, NISSEI ASB COMPANY</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for Director
Kota Aoki has experience serving as Representative Director and President of the Company, and has contributed to the development of the Group. Furthermore, he has served as Representative Director and Chairman of the Company since April 2026, and has been responsible for formulating medium- to long-term strategies. He possesses a high level of achievements and abundant experience to date, and the Company has therefore judged that he is appropriate as a candidate for Director, and proposes his election.</td></tr>
</table>

<table>
<tr><th>Candidate no.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary and positions and responsibilities in the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="3">3</td><td rowspan="2">Makoto Fujiwara
(February 22, 1966)

Reelection

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Jan. 1996</td><td>Joined F.C.C. Co., Ltd.</td><td rowspan="2">1,925 shares</td></tr>
<tr><td colspan="2">June 2013 General Manager, Corporate Planning Office, F.C.C. Co., Ltd.
Dec. 2015 Joined the Company
Aug. 2018 General Manager, Production Department
Apr. 2021 Managing Director, ASB INTERNATIONAL PVT. LTD.
Dec. 2021 Director, the Company
Apr. 2022 Executive Director
Oct. 2023 Chairperson and Director, ASB INTERNATIONAL PVT. LTD. (current position)
Dec. 2023 Representative Director and President, the Company (current position)

Significant concurrent positions outside the Company
Chairperson and Director, ASB INTERNATIONAL PVT. LTD.</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for Director
Since joining the Company, Makoto Fujiwara has contributed to the establishment of a global production system while concurrently serving as the person responsible for overseeing production departments, and the Managing Director of a production subsidiary in India in April 2021, and the Chairperson of said subsidiary since October 2023. He has served as Representative Director and President of the Company since December 2023, and is leading the Group's business operations. Based on the above reasons, the Company has therefore judged that he is appropriate as a candidate for Director, and proposes his election.</td></tr>
<tr><td rowspan="3">4</td><td rowspan="2">Karel Keersmaekers-Michiels
(January 24, 1968)

Reelection

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Apr. 1995</td><td>Joined the Company</td><td rowspan="2">–</td></tr>
<tr><td colspan="2">Apr. 1999 Joined NISSEI ASB GmbH
Dec. 2007 Executive Officer, the Company
Apr. 2009 Managing Director, NISSEI ASB GmbH (current position)
Dec. 2017 Director, the Company
May 2023 Head of Division, Global Sales Division (current position)
Dec. 2023 Executive Director (current position)
Apr. 2026 General Manager, HQ Sales and Marketing Department (current position)

Significant concurrent positions outside the Company
Managing Director, NISSEI ASB GmbH</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for Director
Karel Keersmaekers-Michiels has contributed to the expansion of our sales as Managing Director of our Group's main sales base, a German subsidiary, and has served as a member of our Board of Directors since December 2017, as well as coordinating our global sales activities as Head of Global Sales Division. Based on such experience, the Company has therefore judged that he is appropriate as a candidate for Director, and proposes his election.</td></tr>
</table>

<table>
<tr><th>Candidate no.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary and positions and responsibilities in the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">5</td><td rowspan="2">Kazuya Yoda
(January 14, 1971)

Reelection

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Apr. 1989
Apr. 2000
Apr. 2012
Apr. 2018
Oct. 2018

Dec. 2022
Dec. 2023</td><td>Joined the Company
Seconded to NISSEI ASB PTE. LTD.
Seconded to ASB INTERNATIONAL PVT. LTD.
General Manager, Molding Engineering Department, the Company
General Manager, Molding Engineering Department and General Manager, Chikumagawa Factory (current position)
Director (current position)
Head of Division, Global Technology Division (current position)</td><td rowspan="2">5,246 shares</td></tr>
<tr><td colspan="2">Significant concurrent positions outside the Company
—</td></tr>
<tr><td></td><td colspan="4">Reasons for nomination as candidate for Director
Since joining the Company, Kazuya Yoda has contributed to upholding and improving the quality of the Company’s products as the person responsible for overseeing molding engineering departments, and is currently the Head of Global Technology Division. He also has abundant global experience, having been seconded to overseas subsidiaries on multiple occasions. Accordingly, the Company has judged that he is appropriate as a candidate for Director, and proposes his election.</td></tr>
<tr><td rowspan="2">6</td><td rowspan="2">Eva Alzas Guillen
(March 15, 1972)

Reelection

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Mar. 2006
Apr. 2013

May 2023

Dec. 2023</td><td>Joined NISSEI ASB MEDITERRANEA, S.L.U.
Representative Director and President, NISSEI ASB CENTRO AMERICA, S.A. DE C.V. (current position)
Deputy Head of Division, Global Sales Division, the Company (current position)
Director (current position)</td><td rowspan="2">–</td></tr>
<tr><td colspan="2">Significant concurrent positions outside the Company
Representative Director and President, NISSEI ASB CENTRO AMERICA, S.A. DE C.V.</td></tr>
<tr><td></td><td colspan="4">Reasons for nomination as candidate for Director
Since joining our Spanish subsidiary, Eva Alzas Guillen has contributed to the expansion of our sales in Europe and Latin America. She currently serves as Representative Director and President of our Mexican subsidiary, and as Deputy Head of Global Sales Division of the Company, she is responsible for our group management by coordinating sales activities throughout the Americas. Based on such experience, the Company has therefore judged that she is appropriate as a candidate for Director, and proposes her election.</td></tr>
</table>

<table>
<tr><td>Candidate no.</td><td>Name
(Date of birth)</td><td colspan="2">Career summary and positions and responsibilities in the Company</td><td>Number of the Company’s shares owned</td></tr>
<tr><td rowspan="3">7</td><td rowspan="3">Yuichi Yamamoto
(November 2, 1970)

Reelection

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Apr. 1994</td><td>Joined Nissei Sangyo Co. (currently Hitachi High-Tech Corporation)</td><td rowspan="3">850 shares</td></tr>
<tr><td>Apr. 2017
Aug. 2021
Nov. 2022
Dec. 2023
Aug. 2025</td><td>Director, Hitachi High-Tech Europe GmbH (Head of Administration)
General Manager, Corporate Strategy Division, Hitachi High-Tech Corporation
Joined the Company,
General Manager, Accounting Department (current position)
Director and Head of Division, Global Administrative Division (current position)
General Manager, Human Resource and General Affair Department (current position)</td></tr>
<tr><td colspan="2">Significant concurrent positions outside the Company
—</td></tr>
<tr><td></td><td colspan="4">Reasons for nomination as candidate for Director
Since joining the Company, Yuichi Yamamoto has amassed abundant experience in global management, including serving as the Group’s Accounting and Finance Director. He is currently supervising accounting and finance as General Manager of the Global Administrative Division, as well as human resources, general affairs, and information systems. Based on such experience, the Company has therefore judged that he is appropriate as a candidate for Director, and proposes his election.</td></tr>
<tr><td rowspan="3">8</td><td rowspan="3">Masayuki Sakai
(May 18, 1946)

Reelection

Outside

Independent

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Apr. 1972
Dec. 1986
Dec. 2009
Jan. 2026</td><td>Registered as attorney
Established Masayuki Sakai Law Office
Outside Director, the Company (current position)
Joined Hokusei Law Office, P.C. (current position)</td><td rowspan="3">5,741 shares</td></tr>
<tr><td colspan="2">Significant concurrent positions outside the Company
Attorney, Hokusei Law Office, P.C.</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for outside Director and summary of expected role
Masayuki Sakai is an attorney with abundant experience and advanced insight in a wide range of areas, such as commercial law, intellectual property rights, and laws in the UK and US. The Company expects him to provide guidance and supervision for all aspects of management, including compliance with laws and regulations and the promotion of compliance, from his specialized viewpoint, and therefore proposes his continued election as outside Director. He has never been involved in the management of a company. However, the Company judges he will appropriately fulfill his duties as an outside Director based on the above reasons.</td></tr>
</table>

<table>
<tr><th>Candidate no.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary and positions and responsibilities in the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="3">9</td><td rowspan="2">Keiji Himori
(June 28, 1953)

Reelection

Outside

Independent

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Apr. 1978</td><td>Joined Nissin Kogyo Co., Ltd.</td><td rowspan="2">1,157 shares</td></tr>
<tr><td colspan="2">Mar. 2003 Director and President, NISSIN BRAKE DO BRASIL LTDA.
June 2008 Director and Executive Officer, Nissin Kogyo Co., Ltd.
Apr. 2009 Director; Executive Officer; General Manager, Production Division; and Overseeing Asia Region, Nissin Kogyo Co., Ltd.
June 2009 Managing Director, Nissin Kogyo Co., Ltd.
June 2011 Senior Managing Director, Nissin Kogyo Co., Ltd.
Dec. 2015 Outside Director, the Company (current position)

Significant concurrent positions outside the Company
—</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for outside Director and summary of expected role
Keiji Himori has abundant experience and wide-ranging insight as a corporate manager over many years in the manufacturing industry. The Company expects him to utilize his experience to provide guidance and supervision for all aspects of management, and therefore proposes his continued election as outside Director.</td></tr>
<tr><td rowspan="3">10</td><td rowspan="2">Masahiro Midorikawa
(July 18, 1953)

Reelection

Outside

Independent

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Mar. 1980</td><td>Registered as certified public accountant</td><td rowspan="2">67,249 shares</td></tr>
<tr><td colspan="2">Dec. 1981 Established Midorikawa CPA Office (current position)
Dec. 1990 Audit & Supervisory Board Member, the Company
Dec. 1992 Director
Dec. 1993 Audit & Supervisory Board Member
Dec. 2016 Outside Director (current position)

Significant concurrent positions outside the Company
Certified public accountant, Midorikawa CPA Office</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for outside Director and summary of expected role
Masahiro Midorikawa has advanced knowledge and abundant experience as a certified public accountant. The Company expects him to provide guidance and supervision for all aspects of management, including finance, accounting, and taxation, from his specialized viewpoint, and therefore proposes his continued election as outside Director.</td></tr>
</table>

<table>
<tr><th>Candidate no.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary and positions and responsibilities in the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="3">11</td><td rowspan="2">Mayuko Mase
(November 18, 1974)

Reelection

Outside

Independent

Attendance at meetings of the Board of Directors
14 / 14 (100%)</td><td>Apr. 2000</td><td>Registered as attorney (Daini Tokyo Bar Association)</td><td rowspan="2">156 shares</td></tr>
<tr><td>Jan. 2005
Apr. 2021
Sept. 2023
Dec. 2024</td><td>Head of Mase Law Office
Visiting researcher, Nomura Institute of Estate Planning (current position)
Partner, Miura & Partners (current position)
Outside Director, the Company (current position)</td></tr>
<tr><td colspan="3">Significant concurrent positions outside the Company
Attorney, Miura & Partners</td></tr>
<tr><td></td><td colspan="4">Reasons for nomination as candidate for outside Director and summary of expected role
Mayuko Mase is an attorney with abundant experience and advanced insight in highly specialist fields, including corporate law and taxation. The Company has therefore judged that the opinions she can provide from this specialized viewpoint will strengthen the management supervisory function of the Board of Directors in line with the expectations of the Companies Act and Corporate Governance Code, and therefore proposes her continued election as outside Director. She has never been involved in the management of a company. However, the Company judges she will appropriately fulfill her duties as an outside Director based on the above reasons.</td></tr>
</table>

(Notes)

1. There are no special interests between any of the candidates and the Company.
2. Masayuki Sakai, Keiji Himori, Masahiro Midorikawa, and Mayuko Mase are four candidates for outside Director.
3. At the conclusion of this meeting, it will have been 17 years since Masayuki Sakai's appointment as outside Director of the Company.
4. At the conclusion of this meeting, it will have been 11 years since Keiji Himori's appointment as outside Director of the Company.
5. At the conclusion of this meeting, it will have been ten years since Masahiro Midorikawa's appointment as outside Director of the Company.
6. At the conclusion of this meeting, it will have been two years since Mayuko Mase's appointment as outside Director of the Company.
7. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has entered into an agreement with Masayuki Sakai, Keiji Himori, Masahiro Midorikawa, and Mayuko Mase to limit their liability for damages under Article 423, paragraph (1) of the same Act. The maximum amount of liability for damages under this agreement is the amount provided for under laws and regulations. If the reelections of these four candidates are approved, the Company plans to renew the liability limitation agreements with them.
8. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The insured under this insurance policy shall be the Directors and Audit & Supervisory Board Members of the Company and the Company's subsidiaries. This insurance policy covers any damages that may occur as a result of claims pertaining to the insured being liable or being pursued for liability in relation to the execution of their duties. If any candidate is appointed Director, they will be included in the insured under this insurance policy. In addition, when the policy is next renewed, the Company intends to renew it with the same terms.
9. The Company has submitted notification to the Tokyo Stock Exchange that Masayuki Sakai, Keiji Himori, Masahiro Midorikawa, and Mayuko Mase have been designated as independent officers as provided for by the aforementioned exchange. If the reelections of these four candidates are approved, the Company plans for their designation as independent officers to continue.

10. The number of the Company’s shares owned includes the portion attributable to the candidate in the NISSEI ASB MACHINE Officer Shareholding Association.

11. Mayuko Mase’s name on the family register is Mayuko Oisugi.

Proposal No. 2 Election of One Audit & Supervisory Board Member

Of the three current Audit & Supervisory Board Members, Hiroaki Iwamoto will retire by resignation at the conclusion of this Ordinary General Meeting of Shareholders. In this regard, the Company proposes the election of one Audit & Supervisory Board Member to fill this vacancy.

In regard to the term of an Audit & Supervisory Board Member elected as a substitute, the Company's articles of incorporation stipulate the substitute shall serve until the expiration of the term of the retired Audit & Supervisory Board Member.

In addition, the consent of the Audit & Supervisory Board has been obtained for this proposal.

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

Name (Date of birth)	Career summary and positions in the Company		Number of the Company's shares owned
Yoku Kikuchihara (February 3, 1963) New election Attendance at meetings of the Board of Directors – Attendance at meetings of the Audit & Supervisory Board –	Apr. 1986 May 2012 Feb. 2017 Mar. 2022	Joined The Fuji Bank, Limited (currently Mizuho Bank, Ltd.) General Manager, Internal Audit Division, Mizuho Corporate Bank (China), Ltd. (currently Mizuho Bank (China), Ltd.) Internal Audit Supervisor, Internal Audit Department, Mizuho Financial Group, Inc. Joined the Company, Head of Office, Internal Audit Office (current position)	–
	Significant concurrent positions outside the Company —		
Reasons for nomination as candidate for Audit & Supervisory Board Member In addition to extensive experience in operational audits at financial institutions, after joining the Company, Yoku Kikuchihara has become well-versed in all aspects of our operations as Head of Internal Audit Office. With advanced expertise and abundant experience, the Company has judged that he can contribute significantly to the enhancement and strengthening of our audit system, and therefore proposes his election.			

(Notes)

1. There is no special interest between the candidate and the Company.
2. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The insured under this insurance policy shall be the Directors and Audit & Supervisory Board Members of the Company and the Company's subsidiaries. This insurance policy covers any damages that may occur as a result of claims pertaining to the insured being liable or being pursued for liability in relation to the execution of his duties. If the candidate is appointed Audit & Supervisory Board Member, he will be included in the insured under this insurance policy. In addition, when the policy is next renewed, the Company intends to renew it with the same terms.

Reference: Skill Matrix for the Board of Directors (if Proposals No. 1 and 2 are approved)

Position	Name	Outside	Diversity		Particular area of expertise						
			Gender	Nationality	Corporate management	Global experience	Manufacturing, engineering, R&D	Sales	Finance, taxation, accounting	Personnel, labor, human resource development	Legal affairs, risk management
Director	Daiichi Aoki		Male	Japan	○	○	○	○		○	
Representative Director and Chairman	Kota Aoki		Male	Japan	○	○	○	○		○	○
Representative Director and President	Makoto Fujiwara		Male	Japan	○	○	○				
Executive Director	Karel Keersmaekers-Michiels		Male	Belgium		○		○			
Director	Kazuya Yoda		Male	Japan		○	○				
Director	Eva Alzas Guillen		Female	Spain		○		○			
Director	Yuichi Yamamoto		Male	Japan		○			○	○	○
Director	Masayuki Sakai	○	Male	Japan							○
Director	Keiji Himori	○	Male	Japan	○	○	○				
Director	Masahiro Midorikawa	○	Male	Japan	○				○		
Director	Mayuko Mase	○	Female	Japan					○		○
Full-time Audit & Supervisory Board Member	Yoku Kikuchihara		Male	Japan		○			○		○
Audit & Supervisory Board Member	Shigeru Nakajima	○	Male	Japan							○
Audit & Supervisory Board Member	Hiroshi Nakamura	○	Male	Japan	○				○		

Proposal No. 3 Election of One Substitute Audit & Supervisory Board Member

The validity of the election of Toshiko Ohno, who was elected as a substitute Audit & Supervisory Board Member at the 44th Ordinary General Meeting of Shareholders held on December 16, 2022, will be until the time of the commencement of this Ordinary General Meeting of Shareholders. Therefore, in preparation for cases in which the number of Audit & Supervisory Board Members falls short of the number stipulated by law, the Company proposes the election of one substitute Audit & Supervisory Board Member.

In addition, the consent of the Audit & Supervisory Board has been obtained for this proposal.

The candidate for substitute Audit & Supervisory Board Member is as follows:

<table>
<tr><th>Name
(Date of birth)</th><th colspan="2">Career summary and positions in the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">Kotomi Tomiyama
(December 11, 1971)</td><td>Apr. 1992
May 2018
Sept. 2021

Jan. 2024
Feb. 2026</td><td>Joined Hioki E. E. Corporation
Manager, Design Operations Section, Hioki E. E. Corporation
Manager, Production Engineering Section, Manufacturing Department, Hioki E. E. Corporation
Manager, Audit Office, Hioki E. E. Corporation
Full-time Audit & Supervisory Board Member, Hioki E. E. Corporation</td><td rowspan="2">–</td></tr>
<tr><td colspan="2">Significant concurrent positions outside the Company
—</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for substitute outside Audit & Supervisory Board Member
Kotomi Tomiyama conducts auditing work as an Audit & Supervisory Board Member of the Hioki E. E. Corporation. The Company expects her to utilize her abundant experience and knowledge in audits, and therefore proposes her election.</td></tr>
</table>

(Notes)

1. There is no special interest between the candidate and the Company.
2. Kotomi Tomiyama is a candidate for substitute outside Audit & Supervisory Board Member.
3. If Kotomi Tomiyama is appointed outside Audit & Supervisory Board Member, the Company intends to enter into an agreement with her to limit her liability for damages under Article 423, paragraph (1) of the Companies Act. The maximum amount of liability for damages under the agreement will be the amount provided for under laws and regulations.
4. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The insured under this insurance policy shall be the Directors and Audit & Supervisory Board Members of the Company and the Company's subsidiaries. This insurance policy covers any damages that may occur as a result of claims pertaining to the insured being liable or being pursued for liability in relation to the execution of their duties. If Kotomi Tomiyama is appointed as outside Audit & Supervisory Board Member, she will be included in the insured under this insurance policy.
5. Kotomi Tomiyama satisfies the requirements for an independent officer pursuant to the rules of the Tokyo Stock Exchange. If she is appointed as outside Audit & Supervisory Board Member, the Company plans to issue notification of her as an independent officer.

Proposal No. 4 Revision of the Maximum Remuneration Limit for Directors

At the 39th Ordinary General Meeting of Shareholders held on December 19, 2017, the maximum annual remuneration limit for the Company's Directors was approved at 300 million yen (of which, the annual amount for outside Directors is 40 million yen or less), and this limit has remained in place until now. However, in light of changes in the economic situation, expansion of our business operations, and other various circumstances, we would like to revise the maximum annual remuneration limit for Directors to 400 million yen (of which, the annual amount for outside Directors is 50 million yen or less). In addition, the Company proposes that the remuneration amount for Directors continues to exclude the portion of employee salaries of Directors who concurrently serve as employees.

This proposal is in line with the "Policy Regarding the Determination of Executive Remuneration, etc." described on pages 17 to 18 of the Business Report (in Japanese only). It has been decided by the Board of Directors after deliberation by the Nominating and Remuneration Committee, taking into account the executive remuneration system, payment standards, the current number of executives, and future trends, and we believe it is appropriate.

There are currently 11 Directors (including four outside Directors). If Proposal No. 1, "Election of 11 Directors," is approved as originally proposed at this meeting, the number of Directors will continue to be 11 (including four outside Directors).

Proposal No. 5 Payment of Retirement Benefits to a Retiring Audit & Supervisory Board Member

The Company proposes the payment of retirement benefits, within a reasonable amount, to Hiroaki Iwamoto, who will retire by resignation as an Audit & Supervisory Board Member at the conclusion of this Ordinary General Meeting of Shareholders, to reward him for his efforts during his time in office, in accordance with the rules prescribed by the Company.

Furthermore, the Company proposes that the specific amount, timing of payment, method of payment, and other details be delegated to discussion within Audit & Supervisory Board Members.

The career summary of the retiring Audit & Supervisory Board Member is as follows:

Name	Career summary
Hiroaki Iwamoto	Dec. 2024 Full-time Audit & Supervisory Board Member (current position)