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Securities Code: 4064

June 10, 2025

Start date of measures for electronic provision: May 29, 2025

To our shareholders:

Takahisa Sugiyama
Representative Director, President
NIPPON CARBIDE INDUSTRIES CO., INC.
16-2, 2-Chome Konan, Minato-ku, Tokyo, Japan

NOTICE OF THE 126TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

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 the measures for providing information in electronic format will be taken) in electronic format, and posts this information on the Company's website. Please access the Company's website by using the internet address shown below to review the information.

The Company's website

<https://www.carbide.co.jp/> (in Japanese)

(From the above website, select "IR" and then "Ordinary Meeting of Shareholders.")

In addition to posting items for which the measures for providing information in electronic format will be taken on the Company's website, the Company also posts this information on the website of Tokyo Stock Exchange, Inc. (TSE).

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 "NIPPON CARBIDE INDUSTRIES" in "Issue name (company name)" or the Company's securities code "4064" 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 in person, you may exercise your voting rights via the Internet, etc. or in writing (by postal mail). Please review the Reference Documents for the General Meeting of Shareholders, and indicate your approval or disapproval of the proposals no later than 5:40 p.m., Thursday, June 26, 2025 (JST).

Regardless of approval or disapproval of the proposals, the Company will make a draw from among those shareholders who have exercised their voting rights in advance via the Internet, and select 100 people to receive an electronic gift worth 500 yen.

Please access the following website to see how to enter the draw.

<https://youtu.be/Vxj8vOCGMQ8> (Japanese only)

Date and Time:	Friday, June 27, 2025 at 10:00 a.m. (JST)
Venue:	Meeting room of Head Office, NIPPON CARBIDE INDUSTRIES CO., INC. 22nd floor, Taiyo-Seimei Shinagawa Building, 16-2, 2-Chome Konan, Minato-ku, Tokyo, Japan
Purposes: Items to be reported:	<p>① Business Report and Consolidated Financial Statements for the 126th Term (from April 1, 2024 to March 31, 2025), and the results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Board of Corporate Auditors</p> <p>② Non-Consolidated Financial Statements for the 126th Term (from April 1, 2024 to March 31, 2025)</p>
Items to be resolved:	<p>Proposal 1: Appropriation of Surplus</p> <p>Proposal 2: Election of Six (6) Directors</p> <p>Proposal 3: Election of Three (3) Corporate Auditor</p>
Resolutions Concerning the Convocation (Information on Exercise of Voting Rights)	
<p>① When there is no indication of approval or disapproval for a proposal on the voting form when exercising voting rights in writing (by postal mail), the Company shall treat it as a vote for approval.</p> <p>② If you exercise your voting rights more than once via the Internet etc., only the last exercise of the voting right shall be deemed effective.</p> <p>③ If you exercise your voting rights in duplicate both via the Internet and in writing (by postal mail), your exercise of the voting right via the Internet shall be deemed valid regardless of the time and date the votes are received.</p>	
<p>▶ In accordance with the amendment of the Companies Act which introduced the system for providing informational materials for the general meeting of shareholders in an electronic format, shareholders are now able to access informational materials for the general meeting of shareholders on the website in principle, instead of through paper-based documents.</p> <p>▶ For shareholders who have requested delivery in paper form, a printed document containing the matters subject to electronic provision will also be sent. However, according to applicable laws and Article 15 of the Company's Articles of Incorporation, the following items are omitted from the printed document:</p> <ol style="list-style-type: none"> 1) In the Business Report: "Systems to Ensure Proper Operations" and "Overview of the Operational Status of the Systems to Ensure Proper Operations" 2) In the Consolidated Financial Statements: "Consolidated Statement of Changes in Equity" and "Notes to the Consolidated Financial Statements" 3) In the Non-Consolidated Financial Statements: "Statement of Changes in Equity" and "Notes to the Non-Consolidated Financial Statements" <p>Accordingly, the Business Report, the Consolidated Financial Statements and the Non-consolidated Financial Statements are part of the documents audited by the Accounting Auditor and the Corporate Auditors when preparing their respective audit reports.</p> <p>▶ If revisions to the items for which the measures for providing information in electronic format will be taken arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the Company's website and the TSE website.</p> <p>▶ Gifts will not be provided to shareholders who attend the General Meeting of Shareholders. We appreciate your understanding.</p>	

Reference Documents for the General Meeting of Shareholders

Proposal 1: Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

Matters related to year-end dividends

The Company aims to be a company that will promote business reform for the future growth and respond swiftly to changes in its management environment. At the same time, it considers that the distribution of profits to shareholders is an important responsibility, and its basic policy is to realize long-term and stable dividend payments with a target payout ratio of 30% or more.

With regard to the year-end dividend for the current fiscal year, in accordance with the above basic policy, we propose it be as follows

(1) Type of dividend property

Cash

(2) Allocation of dividend property to shareholders and total amount thereof

40 yen per common share of the Company

Total amount of dividends: 372,564,920 yen

(3) Effective date of distribution of dividends of surplus

June 30, 2025

Additionally, if this proposal is approved as described, the annual dividend per share for this term will be 80 yen, since the Company has paid an interim dividend of 40 yen per share.

Proposal 2: Election of Six (6) Directors

The term of office of all six (6) Directors will expire at the conclusion of this Ordinary General Meeting of Shareholders. Therefore, the Company proposes the election of six (6) Directors.
The candidates for Director are as follows:

No.	Name			Position and Responsibilities at the Company	Attendance at Board of Directors Meetings
1	Takahisa Sugiyama	Reelection	Male	Representative Director, President, CEO	100% (19 out of 19 meetings attended)
2	Yoshitada Iguchi	Reelection	Male	Representative Director, Vice President CFO	100% (19 out of 19 meetings attended)
3	Yukinobu Hasegawa	Reelection	Male	Director CTO	100% (19 out of 19 meetings attended)
4	Yuichi Yokota	Reelection	Male	Director	100% (19 out of 19 meetings attended)
5	Satsuki Yoshioka	Reelection Outside Independent	Female	Outside Director	100% (19 out of 19 meetings attended)
6	Yuzo Kadomukai	Reelection Outside Independent	Male	Outside Director	100% (15 out of 15 meetings attended)

Reelection

Reelection Director

Outside

Outside Director

Independent

Independent officer based on the rules of the stock exchange

- Notes: 1. There are no special interests between the candidates and the Company.
2. Satsuki Yoshioka and Yuzo Kadomukai are candidates for Outside Director. They are candidates to be appointed as independent officers as provided for by Tokyo Stock Exchange, Inc.
3. The Company has concluded with Satsuki Yoshioka and Yuzo Kadomukai an agreement to limit their liability for damages under Article 423, paragraph (1) of the Companies Act in accordance with the provisions of Article 427, paragraph (1) of the same act. If her reelection is approved, the Company plans to renew the agreement. The maximum amount of the liability for damages under the said agreement will be the minimum amount stipulated by the laws and regulations.
4. The Company has entered into a directors and officers liability insurance contract that covers Directors. If the election of Takahisa Sugiyama, Yoshitada Iguchi, Yukinobu Hasegawa, Yuichi Yokota, Satsuki Yoshioka and Yuzo Kadomukai is approved, they will be covered under the said insurance contract. Under the said insurance contract, damages caused as a result of the six insured Directors' assuming liability incurred in the execution of their duties or receiving claims pertaining to the pursuit of such liability shall be covered up to the total indemnity limit per period of insurance (1 billion yen). In addition, the Company plans to renew the agreement with the same terms and conditions at the next renewal.



No.

1

Reelection

Takahisa Sugiyama

(November 4, 1959)

Reasons for his nomination as a candidate for Director

Takahisa Sugiyama served as Executive Officer at AGC Inc., and he has served as Representative Director, President and Chief Executive Officer since June 2020 (CEO since June 2022), acquiring a wealth of corporate management experience. He is expected to draw on such experience and expertise and appropriately manage and supervise the entire group as a Director for the sustainable growth and the increase of corporate value of the Company. In consideration of these reasons, the Company proposes his election as Director.

Number of the Company's shares owned ▶ 20,883 shares

Career summary, position and responsibilities (Significant concurrent positions outside the Company)

Apr. 1982 Joined Asahi Glass Co., Ltd. (currently AGC Inc.)

July 2005 General Manager of Planar Devices Department, Photonics Components Division, Electronics & Energy General Division, Asahi Glass Co., Ltd. (currently AGC Inc.)

July 2006 General Manager of Planar Devices Department, Electronics & Energy General Division, Asahi Glass Co., Ltd. (currently AGC Inc.)

Jan. 2008 General Manager of Photonics Components Division, Electronics & Energy General Division, Asahi Glass Co., Ltd. (currently AGC Inc.)

July 2009 General Manager of Photonics Components Division, Electronics General Division, Electronics Company, Asahi Glass Co., Ltd. (currently AGC Inc.)

Jan. 2015 General Manager of Electronic Materials General Division, Electronics Company, Asahi Glass Co., Ltd. (currently AGC Inc.)

Jan. 2016 Executive Officer and General Manager of Electronic Materials General Division, Electronics Company, Asahi Glass Co., Ltd. (currently AGC Inc.)

Mar. 2020 Counselor of the Company

June 2020 Representative Director, President and Chief Executive Officer of the Company

June 2022 Representative Director, President and Chief Executive Officer, CEO of the Company (present position)



No.

2

Reelection

Yoshitada Iguchi

(December 18, 1958)

Reasons for his nomination as a candidate for Director

Yoshitada Iguchi has served as Managing Executive Officer of Mitsubishi UFJ Research and Consulting Co., Ltd. He has overseen Administrative Department of the Company as Representative Director, Vice President and Executive Officer and CFO, and has a wealth of experience in corporate management. He is expected to draw on such experience and expertise and contribute fully as a Director to the Company's significant decision-making processes and supervision of business execution. In consideration of these reasons, the Company proposes his election as Director.

Number of the Company's shares owned ▶ 10,527 shares

Career summary, position and responsibilities (Significant concurrent positions outside the Company)

Apr. 1982 Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.)

May 2009 General Manager of Financial Institution Division, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)

June 2011 Managing Executive Officer of Mitsubishi UFJ Research and Consulting Co., Ltd.

Jan. 2019 Counselor of the Company

Apr. 2019 Managing Executive Officer, in charge of Administrative Department, General Manager of Corporate Planning Department

Jun. 2019 Director and Managing Executive Officer, in charge of Administrative Department, General Manager of Corporate Planning Department

Apr. 2021 Director and Senior Managing Executive Officer, in charge of Administrative Department

June 2022 Representative Director, Senior Managing Executive Officer and CFO, in charge of Administrative Department

June. 2024 Representative Director, Vice President and Executive Officer and CFO, in charge of Administrative Department (present position)



No.

3

Reelection

Yukinobu Hasegawa
(March 18, 1962)

Reasons for his nomination as a candidate for Director

Yukinobu Hasegawa has overseen manufacturing and business departments of the Company for many years. Currently, he also oversees the technical department of the Company as Director, Managing Executive Officer and CTO, and General Manager of Research and Development Center. Given his wealth of experience and expertise in the businesses of the Company, he is expected to contribute fully as a Director toward realization of the Company's significant group strategies and supervision of business execution. In consideration of these reasons, the Company proposes his election as Director.

Number of the Company's shares owned ▶ 9,009 shares

Career summary, position and responsibilities (Significant concurrent positions outside the Company)

Apr. 1985 Joined the Company
June 2010 General Manager, Manufacturing Department of Uozu and Hayatsuki Factory
Apr. 2013 General Manager of Specialty Polymers Division, Operational Headquarters of Functional Products
Apr. 2016 Executive Officer, General Manager of Specialty Polymers Division, Operational Headquarters of Functional Products, and Osaka Branch
Apr. 2018 Executive Officer and Senior General Manager of Films and Sheets Division
June 2018 Director and Executive Officer, and Senior General Manager of Films and Sheets Division
Apr. 2020 Director and Executive Officer, and Senior General Manager of Electronic and Functional Products Division, in charge of Safety, Quality and Environment Management Department

June 2021 Director and Executive Officer, in charge of Technology, Factory Manager of Uozu and Hayatsuki Factory, General Manager of Research and Development Center, in charge of Safety, Quality and Environment Management Department, in charge of Business Development Department
Apr. 2022 Director and Managing Executive Officer, in charge of Technology, Factory Manager of Uozu and Hayatsuki Factory, General Manager of Research and Development Center, in charge of Safety, Quality and Environment Management Department
Apr. 2024 Director, Managing Executive Officer and CTO, General Manager of Research and Development Center, in charge of Safety, Quality and Environment Management Department (present position)



No.

4

Reelection

Yuichi Yokota
(November 28, 1962)

Reasons for his nomination as a candidate for Director

Yuichi Yokota has overseen various operations of the Company for many years. As Director, Managing Executive Officer, and Senior General Manager of Electronic and Functional Products Division, General Manager of Corporate Planning Department, he is currently in charge of the promotion of corporate strategy. Given his wealth of experience and expertise in the businesses of the Company, he is expected to contribute fully as a Director to the Company's significant decision-making processes and supervision of business execution. In consideration of these reasons, the Company proposes his election as Director.

Number of the Company's shares owned ▶ 3,962 shares

Career summary, position and responsibilities (Significant concurrent positions outside the Company)

Apr. 1985 Joined the Company
Apr. 2001 General Manager of Second Electronic Materials Department, Electronic Materials Division
Apr. 2004 Leader of Printed Substrates Business Unit, Electronic Materials Division
Apr. 2012 Leader of Ceramic Substrates Business Unit, Electronic Materials Division
Apr. 2013 General Manager of Optical Products Business Promotion Division, Operational Headquarters of Electronic and Optical Products
Apr. 2015 General Manager of Electronic Materials Division, Operational Headquarters of Electronic and Optical Products

Apr. 2018 Executive Officer and General Manager of Planning and Manufacturing Management Department, Operational Headquarters of Electronic and Functional Products Division
Apr. 2021 Executive Officer and General Manager of Corporate Planning Department
June 2021 Director, Executive Officer and General Manager of Corporate Planning Department
Apr. 2025 Director, Managing Executive Officer, and Senior General Manager of Electronic and Functional Products Division, General Manager of Corporate Planning Department (present position)



No.

5

Reelection

Outside Director

Independent Officer

Satsuki Yoshioka

(July 27, 1985)

Reasons for her nomination as a candidate for Outside Director and overview of expected roles

Satsuki Yoshioka utilizes her abundant experience and specialist knowledge as an attorney at law in the management of the Company from an independent standpoint. Since she provides advice from a perspective of diversity, she is expected to contribute to strengthening the Company's corporate governance. In consideration of these reasons, the Company proposes her election as Outside Director. She has never been directly involved in the management of a company other than being an outside officer. However, the Company judges she will continue to properly carry out her duties as an Outside Director of the Company for the reasons described above. At the conclusion of this Ordinary General Meeting of Shareholders, her tenure as Outside Director will have been two (2) year.

Number of the Company's shares owned ▶ 0 share

Matters related to independence The Company has submitted notification to the Tokyo Stock Exchange that Satsuki Yoshioka has been appointed as an independent officer. If her reelection is approved, the Company plans to continue the notification that she has been appointed as an independent officer.

Career summary, position and responsibilities (Significant concurrent positions outside the Company)

Nov. 2010 Legal Training & Research Institute of the Supreme Court of Japan
 Dec. 2011 Completed the above training course
 Dec. 2011 Registered as an Attorney at Law
 Dec. 2011 Joined Ono Sogo Legal Profession Corporation
 June 2021 Seconded to Personal Information Protection Commission,
 Government of Japan (fixed-term public officer)

June 2023 Returned to Ono Sogo Legal Profession Corporation (present position)
 June 2023 Outside Director of the Company (present position)

(Significant concurrent positions outside the Company)
 Attorney at law (Ono Sogo Legal Profession Corporation)



No.

6

Reelection

Outside Director

Independent Officer

Yuzo Kadomukai

(February 7, 1959)

Reasons for his nomination as a candidate for Outside Director and overview of expected roles

Yuzo Kadomukai has engaged in product development and business operations primarily in the automotive-related field at Hitachi, Ltd., and has served as Representative Director of a Hitachi Group company. He has extensive experience and deep insight into corporate management, research, and development. Drawing on such expertise, he has offered active and constructive input, such as questions and recommendations, on the Group's management strategy during deliberations at the Company. He is expected to continue contributing significantly to executing the Company's management strategies. Considering these reasons, the Company proposes to elect him as Director. If elected, his tenure as Outside Director will reach one (1) year at the close of this General Meeting of Shareholders.

Number of the Company's shares owned ▶ 0 share

Matters related to independence The Company has submitted notification to the Tokyo Stock Exchange that Yuzo Kadomukai has been appointed as an independent officer. If him reelection is approved, the Company plans to continue the notification that he has been appointed as an independent officer.

Career summary, position and responsibilities (Significant concurrent positions outside the Company)

Apr. 1983 Joined Hitachi, Ltd.
 June 2001 Department Manager, Head of the 5th Department, Mechanical
 Engineering Research Laboratory, Hitachi, Ltd.
 July 2009 General Manager, Head of Design & Development Division, Engine
 Components Division, Hitachi Automotive Systems, Ltd.
 Apr. 2010 President - Director, UNISIA OF GEORGIA CORPORATION
 Apr. 2019 Representative Director, Executive Vice President, Head of Japan
 Region, Hitachi Automotive Systems, Ltd.

Jan. 2021 Senior Vice President, Head of Japan Region, Hitachi Astemo, Ltd.
 Apr. 2022 Executive Advisor, Transformation Office, Hitachi Astemo, Ltd.
 Jun. 2024 Outside Director of the Company (present position)

Proposal 3: Election of Three (3) Corporate Auditor

The terms of office of Auditors Fumiaki Hayashi and Mutsuo Emi will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, to further strengthen and enhance the Company's audit framework, the Company proposes the election of three (3) Auditors, including one (1) additional member.

The Board of Corporate Auditors has given its consent to this proposal.

If this proposal is approved as originally proposed, the composition of the Audit Committee will be as follows.

No.	Name		Position at the Company	Attendance at Board of Directors Meetings	Attendance at Audit Committee Meetings
1	Fumiaki Hayashi	Reelection Outside Independent	Male Full-time Corporate Auditor (outside)	100% (19 out of 19 meetings attended)	100% (13 out of 13 meetings attended)
—	Masahiro Sawada	Present position Outside Independent	Male Full-time Corporate Auditor (outside)	100% (15 out of 15 meetings attended)	100% (10 out of 10 meetings attended)
2	Yumi Ayukawa	New appointment Outside Independent	Female —	—	—
3	Ayumi Oka	New appointment Outside Independent	Female —	—	—

Reelection	Reelection Director	New appointment	New appointment Director	Present position	Current Director	Outside	Outside Director	Independent	Independent officer based on the rules of the stock exchange
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- Notes: 1. There are no special interests between any of the candidates and the Company.
2. Fumiaki Hayashi, Yumi Ayukawa, and Ayumi Oka are candidates for Outside Auditor. As stipulated by the Tokyo Stock Exchange, all three are also candidates for Independent Officer.
3. The Company has concluded with Fumiaki Hayashi an agreement to limit his liability for damages under Article 423, paragraph (1) of the Companies Act in accordance with the provisions of Article 427, paragraph (1) of the same act. If her reelection is approved, the Company plans to renew the agreement. The maximum amount of the liability for damages under the said agreement will be the minimum amount stipulated by the laws and regulations.
4. If the election of Yumi Ayukawa, and Ayumi Oka is approved, the Company intends to enter into liability limitation agreements with each of them according to Article 427, Paragraph 1 of the Companies Act, to limit their liability for damages under Article 423, Paragraph 1 of the same Act. The maximum liability under such agreements shall be the minimum liability amount provided by law.
5. The Company has entered into a directors and officers liability insurance policy under which the Auditors are insured. If the election of Fumiaki Hayashi, Yumi Ayukawa, and Ayumi Oka is approved, the policy will cover any damages arising from claims made against them in connection with the execution of their duties as insured individuals, up to a total limit of 1 billion yen during the policy period. The Company plans to renew this insurance policy under the same terms at the next renewal.
6. The term of office for Auditors of the Company is four years. Masahiro Sawada was elected and assumed office at the 125th Annual General Meeting of Shareholders held on June 27, 2024.



No.

1

Reelection

Outside Corporate Auditor

Independent Officer

Fumiaki Hayashi

(December 15, 1961)

Reasons for his nomination as a candidate for Outside Corporate Auditor

Fumiaki Hayashi formerly served as Executive Officer at AGC Inc., where he was long responsible for the company's procurement and logistics divisions. Drawing on his extensive experience and broad insight, he has effectively fulfilled his auditing duties. He is expected to continue contributing to the Company in his role as an Outside Auditor and is therefore nominated as a candidate. If elected, his tenure as Outside Corporate Auditor will reach four (4) years at the close of this Annual General Meeting of Shareholders.

Number of the Company's shares owned ▶ 0 share

Matters related to independence

The Company have registered Mr. Fumiaki Hayashi as an independent officer with the Tokyo Stock Exchange, Inc.. If he is reappointed, the Company plans to continue his registration as an independent officer.

Career summary and position (Significant concurrent positions outside the Company)

Apr. 1984 Joined Asahi Glass Co., Ltd. (currently AGC Inc.)

Jan. 2015 General Manager of Materials and Logistics Division, AGC Inc.

Jan. 2017 Executive Officers, General Manager of Materials and Logistics Division, AGC Inc.

Jan. 2021 Executive Officers, President's Assistant, AGC Inc.

Jun. 2021 Full-time Corporate Auditor of the Company (present position)



No.

2

New appointment

Outside Corporate Auditor

Independent Officer

Yumi Ayukawa

(December 27, 1967)

Reasons for her nomination as a candidate for Outside Corporate Auditor

Yumi Ayukawa has engaged in a wide range of operations within a business division at Ajinomoto Co., Inc., and subsequently served as Director of a group company, overseeing its corporate departments. She has strong experience in strengthening compliance frameworks and has successfully resolved various management challenges. Given this background, she is expected to contribute effectively as an Outside Corporate Auditor and is therefore nominated as a candidate.

Number of the Company's shares owned ▶ 0 share

Matters related to independence

If the election of Yumi Ayukawa is approved in this proposal, the Company plans to designate her as an independent officer as provided for by Tokyo Stock Exchange, Inc.

Career summary and position (Significant concurrent positions outside the Company)

Apr. 1990 Joined Ajinomoto Co., Inc.

Jul. 2015 Staff Group Manager of Amino Science Division

Jul. 2017 Director, Executive Officer, General Manager of General Affairs Department, AJINOMOTO HEALTHY SUPPLY CO., INC.

Jun. 2022 Director, Ajinomoto Trading, Inc.

Jun. 2022 Outside Director, Asahi Printing Co., Ltd. (present position)

(Significant concurrent positions outside the Company)

Outside Director, Asahi Printing Co., Ltd.



No.

3

New appointment
Outside Corporate Auditor
Independent Officer

Ayumi Oka
(July 21, 1969)

Reasons for her nomination as a candidate for Outside Corporate Auditor

Ayumi Oka possesses extensive knowledge of finance and accounting as a certified public accountant. She has been involved in accounting audits and the establishment of governance structures at audit firms and venture companies, and has also served as a full-time auditor at a medical device manufacturer. Drawing on this background, she is expected to fulfill the role of Outside Corporate Auditor effectively and is therefore nominated as a candidate. Although she has not directly been involved in the management of the Company, the Company has determined that she is capable of appropriately performing the duties of an Outside Corporate Auditor for the Company based on the reasons outlined above.

Number of the Company's shares owned ► 0 share

Matters related to independence

If the election of Ayumi Oka is approved in this proposal, the Company plans to designate her as an independent officer as provided for by Tokyo Stock Exchange, Inc.

Career summary and position (Significant concurrent positions outside the Company)

Apr. 1993 Joined Chuo Shinko Audit Corporation (currently PricewaterhouseCoopers Japan LLC)

May 2003 Joined Shin Nihon Audit Corporation (currently Ernst & Young ShinNihon LLC)

May 2003 Re-registration as a certified public accountant

Oct. 2018 Joined C-Lux Co., Ltd.

May 2021 Director, Ayumi Oka Public Certified Accountant Office (present position)

Dec. 2022 Full-time Corporate Auditor, Japan Medical Company Inc. (present position)

(Significant concurrent positions outside the Company)

Director, Ayumi Oka Public Certified Accountant Office

Full-time Corporate Auditor, Japan Medical Company Inc.

Name	Position at the Company	Directors and Auditors skill matrix after the Ordinary General Meeting of Shareholders						
		Corporate management	Finance/ Accounting	Legal/ Compliance	Sales/ Marketing	R&D/ Manufacturing technologies	International business	Risk management
Takahisa Sugiyama	Representative Director, President, CEO	●			●		●	●
Yoshitada Iguchi	Representative Director, Vice President CFO	●	●	●				
Yukinobu Hasegawa	Director CTO	●			●	●		
Yuichi Yokota	Director	●			●			●
Satsuki Yoshioka	Outside Director			●				●
Yuzo Kadomukai	Outside Director	●				●	●	
Fumiaki Hayashi	Full-time Corporate Auditor (outside)	●						●
Masahiro Sawada	Full-time Corporate Auditor (outside)		●					●
Yumi Ayukawa	Corporate Auditor (outside)	●						●
Ayumi Oka	Corporate Auditor (outside)		●					●