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Securities identification code: 7296
June 2, 2022

To our shareholders:

Yoshitaka Saito
President and Representative Director
F.C.C. CO., LTD.
7000-36 Nakagawa, Hosoe-cho, Kita-ku,
Hamamatsu-shi, Shizuoka

NOTICE OF THE 92ND ORDINARY GENERAL MEETING OF SHAREHOLDERS

You are cordially informed of the 92nd Ordinary General Meeting of Shareholders of F.C.C. CO., LTD. (the “Company”), which will be held as described below.

Instead of attending the meeting in person, you may exercise your voting rights by postal mail or by electromagnetic method (using the Internet, etc.). Please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights no later than Monday, June 20, 2022 at 4:40 p.m. (Japan Standard Time).

1. Date and Time: Tuesday, June 21, 2022 at 10:00 a.m. (Japan Standard Time)

2. Venue: Okura Act City Hotel Hamamatsu
“Heian” on the 4th floor
111-2 Itaya-machi, Naka-ku, Hamamatsu-shi, Shizuoka

3. Purposes:

Items to be reported:

1. Business Report and Consolidated Financial Statements for the 92nd Term (from April 1, 2021 to March 31, 2022), as well as the results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee
2. Non-Consolidated Financial Statements for the 92nd Term (from April 1, 2021 to March 31, 2022)

Items to be resolved:

- Proposal 1:** Amendment to the Articles of Incorporation
- Proposal 2:** Election of five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members)
- Proposal 3:** Election of four (4) Directors who are Audit and Supervisory Committee Members

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Matters

Proposal 1: Amendment to the Articles of Incorporation

1. Reasons for the proposal

Since the revised provisions provided for in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) are to be enforced on September 1, 2022, the Company proposes to make the following changes to its Articles of Incorporation in preparation for the introduction of the system for providing informational materials for the general meeting of shareholders in electronic format.

- (1) Article 15, paragraph 1 in “Proposed amendments” below will stipulate that the Company shall take measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format.
- (2) Article 15, paragraph 2 in “Proposed amendments” below will establish the provision to limit the scope of the items to be stated in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents.
- (3) Since the provisions for Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc. (Article 15 of the current Articles of Incorporation) will no longer be required, they will be deleted.
- (4) Accompanying the aforementioned establishment and deletion of provisions, supplementary provisions regarding the effective date, etc. will be established.

2. The proposed amendments

The proposed amendments are as follows.

(Underlined portions indicate amendments.)

Current Articles of Incorporation	Proposed Amendments
<p><u>(Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc.)</u> <u>Article 15.</u> <u>When the Company convenes a general meeting of shareholders, if it discloses information that is to be stated or presented in the reference documents for the general meeting of shareholders, business report, financial statements and consolidated financial statements through the internet in accordance with the provisions prescribed by the Ministry of Justice Order, it may be deemed that the Company has provided this information to shareholders.</u></p> <p style="text-align: center;">(Newly established)</p>	<p style="text-align: center;">(Deleted)</p> <p><u>(Measures, etc. for Providing Information in Electronic Format)</u> <u>Article 15.</u> <u>1. When the Company convenes a general meeting of shareholders, it shall take measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format.</u> <u>2. Among items for which the measures for providing information in electronic format will be taken, the Company may exclude all or some of those items designated by the Ministry of Justice Order from statements in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents by the record date of voting rights.</u></p>

<p>Article 1.</p> <p>(Supplementary Provisions) (Text omitted)</p> <p>(Newly established)</p>	<p>Article 1.</p> <p>(Supplementary Provisions) (Unchanged)</p> <p><u>(Transitional Measures for Providing Informational Materials for the General Meeting of Shareholders in Electronic Format)</u></p> <p><u>Article 2.</u></p> <p><u>1. The amendment to the Articles of Incorporation pertaining to Article 15 shall be effective from September 1, 2022, which is the date of enforcement of the revised provisions provided for in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) (hereinafter referred to as the “Date of Enforcement”).</u></p> <p><u>2. Notwithstanding the provision(s) of the preceding paragraph, Article 15 of the Articles of Incorporation (Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc.) shall remain effective regarding any general meeting of shareholders held on a date within six months from the Date of Enforcement.</u></p> <p><u>3. This Article shall be deleted on the date when six months have elapsed from the Date of Enforcement or three months have elapsed from the date of the general meeting of shareholders in the preceding paragraph, whichever is later.</u></p>
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Proposal 2: Election of five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all three (3) Directors (excluding Directors who are Audit and Supervisory Committee Members; applicable to the rest of this proposal) will expire at the conclusion of this meeting.

In line with this, and to strengthen the Board of Directors' supervisory functions, the Company requests the election of five (5) Directors, including the addition of two (2) Outside Directors.

The candidates for Director are as follows.

No.	Name		Current position and responsibilities at the Company and significant concurrent positions outside the Company	
1	Yoshitaka Saito	[For reelection]	President and Representative Director	
2	Kazuto Suzuki	[For reelection]	Managing Director	Head of business operation of motorcycles business, Head of business operation in ASEAN, Head of business operation in South America, Risk Management Officer and in charge of Racing of the Company
3	Atsuhiro Mukoyama	[For reelection]	Managing Director	Head of business operation of automobiles business
4	Kunihiro Koshizuka	[New candidate] [Outside] [Independent]	-	Outside Director of AEON MALL Co., Ltd. External Director of TOKYU CONSTRUCTION CO., LTD.
5	Kazunori Kobayashi	[New candidate] [Outside] [Independent]	-	

[For reelection] indicates candidates for reelection as Directors.

[New candidate] indicates new candidates for Directors.

[Outside] indicates candidates for Outside Directors.

[Independent] indicates Independent Directors as stipulated by the Tokyo Stock Exchange.

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
1	<p>Yoshitaka Saito (November 29, 1973)</p> <p>[For reelection]</p> <p>Number of years in office as a Director (at the conclusion of this meeting) 11 years</p> <p>Attendance at Board of Directors meetings 100% 9/9</p>	<p>Feb. 2009 Joined the Company</p> <p>Jan. 2011 President and Director of FCC (INDIANA) Mfg., LLC (currently FCC (INDIANA), LLC) President and Director of FCC (INDIANA), INC. (currently FCC (INDIANA), LLC)</p> <p>June 2011 Director of the Company</p> <p>Apr. 2012 Director, Head of business operation in North America of the Company President and Director of FCC (North America), INC.</p> <p>June 2012 Managing Director, Head of business operation in North America of the Company</p> <p>Apr. 2013 Managing Director, Head of business operation of motorcycles business of the Company</p> <p>Apr. 2014 Managing Director, Head of Purchasing, Head of business operation in China and Risk Management Officer of the Company</p> <p>June 2018 Senior Managing Director, in charge of Sales and Head of business operation in China of the Company</p> <p>Apr. 2019 Vice President and Representative Director and in charge of Alliance of the Company</p> <p>June 2020 President and Representative Director of the Company (incumbent)</p>	20,934
<p>Reasons for nomination as candidate for Director</p> <p>Yoshitaka Saito has held various positions, including Head of business operation in North America, Head of business operation of motorcycles business and Head of business operation in China, and since 2020 has been leading general group management as President and Representative Director. We have determined that he is qualified for the position from the perspective of the sustainable growth of the Group and the medium to long term increase in corporate value. Therefore, the Company requests his reelection as Director.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
2	<p>Kazuto Suzuki (May 27, 1961)</p> <p>[For reelection]</p> <p>Number of years in office as a Director (at the conclusion of this meeting) 12 years</p> <p>Attendance at Board of Directors meetings 100% 9/9</p>	<p>Apr. 1984 Joined the Company</p> <p>Apr. 2009 General Manager of Corporate Planning Office of the Company</p> <p>June 2010 Director, Head of business operation in China and South America and General Manager of Corporate Planning Office of the Company</p> <p>June 2011 Director, Head of business operation in China and South America, General Manager of Corporate Planning Office and Risk Management Officer of the Company</p> <p>Jan. 2012 Director, Head of business operation in China and South America and Risk Management Officer of the Company</p> <p>Apr. 2012 Director, Head of Production Engineering, Head of business operation in China and South America and Risk Management Officer of the Company</p> <p>June 2012 Director, Head of Production of Motorcycle Components, Head of Production Engineering and Head of business operation in China and South America of the Company</p> <p>Apr. 2013 Director, Head of business operation of motorcycles business in Japan, Head of business operation in China and South America and Risk Management Officer of the Company</p> <p>Apr. 2014 Director, Head of business operation of motorcycles business, Head of business operation in ASEAN and India and Head of business operation in South America of the Company</p> <p>Apr. 2016 Director, Head of business operation of motorcycles business, Head of Production of Motorcycle Components, Head of business operation in ASEAN and Head of business operation in South America of the Company</p> <p>June 2017 Managing Director, Head of business operation of motorcycles business, Head of Production of Motorcycle Components, Head of business operation in ASEAN and Head of business operation in South America of the Company</p> <p>June 2018 Managing Director, Head of business operation of motorcycles business, Head of Production of Motorcycle Components, Head of business operation in ASEAN and South America and Risk Management Officer of the Company</p> <p>Apr. 2019 Managing Director, Head of business operation of motorcycles business, Head of business operation in ASEAN, Head of business operation in South America, Risk Management Officer and in charge of Racing of the Company (incumbent)</p>	6,869
<p>Reasons for nomination as candidate for Director</p> <p>Kazuto Suzuki has held various positions, including Head of business operation in China, Head of business operation of motorcycles business and Head of business operation in ASEAN, and has extensive experience and knowledge in the production department. We have determined that he is qualified for the position from the perspective of the sustainable growth of the Group and the medium to long term increase in corporate value. Therefore, the Company requests his reelection as Director.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)		Number of the Company's shares owned
3	Atsuhiko Mukoyama (July 31, 1963) [For reelection] Number of years in office as a Director (at the conclusion of this meeting) 10 years Attendance at Board of Directors meetings 100% 9/9	Apr. 1984	Joined the Company	5,969
	Apr. 2012	Head of Production of Automobile Components of the Company		
		June 2012	Director, Head of Production of Automobile Components of the Company	
		Apr. 2013	Director, Head of business operation of automobiles business of the Company	
		Apr. 2015	Director, Head of Production Engineering and Head of Environment and Safety of the Company	
		Apr. 2019	Director, Head of business operation of automobiles business and in charge of Stacked Mold Technology Development of the Company	
		June 2021	Managing Director, Head of business operation of automobiles business of the Company (incumbent)	
Reasons for nomination as candidate for Director Atsuhiko Mukoyama has held various positions, including Head of Production of Automobile Components, Head of Production Engineering and Head of Environment and Safety, and has extensive experience and knowledge in the production engineering department. We have determined that he is qualified for the position from the perspective of the sustainable growth of the Group and the medium to long term increase in corporate value. Therefore, the Company requests his reelection as Director.				

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)		Number of the Company's shares owned
4	Kunihiro Koshizuka (September 30, 1955) [New candidate] [Outside] [Independent] Number of years in office as a Director (at the conclusion of this meeting) - Attendance at Board of Directors meetings -% -/-	Apr. 1981	Joined Konishiroku Photo Industry Co., Ltd. (currently KONICA MINOLTA, INC.)	-
		Apr. 2012	Executive Officer, General Manager of Technology Strategy Division of KONICA MINOLTA, INC.	
		Apr. 2014	Executive Vice President & Executive Officer, General Manager of Corporate R&D Headquarters of KONICA MINOLTA, INC.	
		Apr. 2015	Executive Vice President & Executive Officer, General Manager of Business Development Headquarters of KONICA MINOLTA, INC.	
		June 2015	Director, Executive Vice President & Executive Officer, and General Manager of Business Development Headquarters of KONICA MINOLTA, INC.	
		Apr. 2016	Director, Executive Vice President & Executive Officer of KONICA MINOLTA, INC.	
		June 2019	Senior Technical Advisor of KONICA MINOLTA, INC. (retired in March 2021)	
		May 2020	Outside Director of AEON MALL Co., Ltd. (incumbent)	
		June 2021	External Director of TOKYU CONSTRUCTION CO., LTD. (incumbent)	
		June 2022	Outside Director of WILL GROUP, INC. (scheduled to assume the position)	
Reasons for nomination as candidate for Outside Director and overview of expected roles Kunihiro Koshizuka has extensive experience and knowledge of technological strategy, new business creation, and digital and scientific technology at global companies, which he is expected to leverage to supervise and provide valuable advice regarding every aspect of the Company's management. We have determined that he is qualified for the position from the perspective of the sustainable growth of the Group and the medium to long term increase in corporate value. Therefore, the Company requests his election as Director.				

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
5	<p>Kazunori Kobayashi (June 2, 1958)</p> <p>[New candidate] [Outside] [Independent]</p> <p>Number of years in office as a Director (at the conclusion of this meeting) -</p> <p>Attendance at Board of Directors meetings -/% -/-</p>	<p>Apr. 1981 Joined Nippon Gakki Co., Ltd. (currently Yamaha Corporation)</p> <p>June 2013 Operating Officer, General Manager of Professional Audio Business Department of Electronics Business Headquarters of Yamaha Corporation</p> <p>Aug. 2013 Operating Officer, General Manager of Business Development of Yamaha Corporation</p> <p>July 2016 Operating Officer of Yamaha Corporation Representative Director and President of YAMAHA MUSIC JAPAN CO., LTD.</p> <p>June 2018 Advisor of Yamaha Corporation (retired in June 2020)</p>	-
<p>Reasons for nomination as candidate for Outside Director and overview of expected roles</p> <p>Kazunori Kobayashi has extensive experience and knowledge of management, business planning, and new business creation at global companies, which he is expected to leverage to supervise and provide valuable advice regarding every aspect of the Company's management. We have determined that he is qualified for the position from the perspective of the sustainable growth of the Group and the medium to long term increase in corporate value. Therefore, the Company requests his election as Director.</p>			

- Notes:
1. Kunihiro Koshizuka and Kazunori Kobayashi are new candidates for Director.
 2. There is no special interest between the candidates and the Company.
 3. Kunihiro Koshizuka and Kazunori Kobayashi are candidates for Outside Director.
 4. If the election of Kunihiro Koshizuka and Kazunori Kobayashi is approved, then in accordance with the provisions of Article 427, Paragraph 1 of the Companies Act, we will enter into an agreement with each candidate to limit the liability for damages in Article 423, Paragraph 1 of the Companies Act. Based on this agreement, the maximum liability for damages is the minimum liability stipulated in Article 425, Paragraph 1 of the Companies Act.
 5. The Company has concluded a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This insurance policy covers the insured persons against losses incurred when accepting liability for the execution of their duties or when receiving claims in pursuit of this liability. If each candidate is elected and assumes the office as Director, the Company plans to include every such Director as an insured person in the insurance policy. Also, the next time this insurance policy comes up for renewal, the Company intends to renew it with the same content.
 6. Kunihiro Koshizuka and Kazunori Kobayashi fulfill the conditions for independent officers as provided for by the Tokyo Stock Exchange. If their election is approved, the Company plans to designate them as independent officers.

Proposal 3: Election of four (4) Directors who are Audit and Supervisory Committee Members

The terms of office of all four (4) Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this meeting. In line with this, the Company requests the election of four (4) Directors who are Audit and Supervisory Committee Members.

Furthermore, the consent of the Audit and Supervisory Committee has been obtained for this proposal.

The candidates for Directors who are Audit and Supervisory Committee Members are as follows.

No.	Name		Current position and responsibilities at the Company and significant concurrent positions outside the Company	
1	Ryujiro Matsumoto	[For reelection]	Director Audit and Supervisory Committee Member (full time)	
2	Masahide Sato	[For reelection] [Outside] [Independent]	Director Audit and Supervisory Committee Member	Masahide Sato Accounting Firm External Director of CRESTEC Inc.
3	Kazumoto Sugiyama	[For reelection] [Outside] [Independent]	Director Audit and Supervisory Committee Member	Sugiyama Law Office
4	Mayumi Yamamoto	[New candidate] [Outside] [Independent]	-	Mayumi Yamamoto Certified Public Accountant Office Representative Partner of Tokiwa Audit Corporation

[For reelection] indicates candidates for reelection as Directors.

[New candidate] indicates new candidates for Directors.

[Outside] indicates candidates for Outside Directors.

[Independent] indicates Independent Directors as stipulated by the Tokyo Stock Exchange.

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)		Number of the Company's shares owned
1	<p>Ryujiro Matsumoto (June 4, 1962)</p> <p>[For reelection]</p> <p>Number of years in office as a Director (at the conclusion of this meeting) 11 years</p> <p>Attendance at Board of Directors meetings 100% 9/9</p> <p>Attendance at Audit and Supervisory Committee meetings 100% 12/12</p>	<p>July 2005</p> <p>Jan. 2011</p> <p>June 2011</p> <p>June 2012</p> <p>Apr. 2013</p> <p>June 2013</p> <p>Apr. 2020</p> <p>June 2020</p>	<p>Joined the Company</p> <p>General Manager of FCC (THAILAND) CO., LTD.</p> <p>Director, Head of Production of Motorcycle Components and Head of business operation in Asia of the Company</p> <p>Director, Head of business operation in Asia of the Company</p> <p>Director, Head of Management and Administration, General Manager of Corporate Planning Office, Compliance Officer and Chief Information Officer of the Company</p> <p>Director, Head of Management and Administration, Compliance Officer and Chief Information Officer of the Company</p> <p>Director of the Company</p> <p>Director, Audit and Supervisory Committee Member (full time) of the Company (incumbent)</p>	2,300
<p>Reasons for nomination as candidate for Director</p> <p>Ryujiro Matsumoto has held various positions, including Head of business operation in Asia and Head of Management and Administration, and has extensive experience and knowledge in the administration department. Because he can be relied upon to utilize his experience in the execution of business for cooperation with Outside Directors and strengthening the Group's audit and supervisory functions, the Company requests his reelection as Director who is Audit and Supervisory Committee Member.</p>				

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)		Number of the Company's shares owned
2	<p>Masahide Sato (February 10, 1964)</p> <p>[For reelection] [Outside] [Independent]</p> <p>Number of years in office as a Director (at the conclusion of this meeting) 6 years</p> <p>Attendance at Board of Directors meetings 100% 9/9</p> <p>Attendance at Audit and Supervisory Committee meetings 100% 12/12</p>	<p>Oct. 1992</p> <p>Apr. 1996</p> <p>Sept. 2005</p> <p>June 2010</p> <p>Apr. 2015</p> <p>June 2016</p>	<p>Joined Showa Ota & Co. (currently Ernst & Young ShinNihon LLC)</p> <p>Registered as Certified Public Accountant</p> <p>Established Masahide Sato Accounting Firm (to present)</p> <p>Audit & Supervisory Board Member of the Company</p> <p>External Director of CRESTEC Inc. (incumbent)</p> <p>Director and Audit and Supervisory Committee Member of the Company (incumbent)</p>	-
	<p>Reasons for nomination as candidate for Outside Director and overview of expected roles</p> <p>Masahide Sato has been conducting audits and supervisory work from an independent and objective perspective, based on his extensive experience and knowledge on corporate finance and accounting as a certified public accountant. We have determined that he is qualified for the position from the perspective of strengthening the Group's audit and supervisory functions. Therefore, the Company requests his reelection as Director who is Audit and Supervisory Committee Member. The candidate has not been involved in corporate management in the past other than as an Outside Officer, but for the above reasons, we have determined that he would perform his duties as Outside Director appropriately.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)		Number of the Company's shares owned
3	<p>Kazumoto Sugiyama (May 27, 1969)</p> <p>[For reelection] [Outside] [Independent]</p> <p>Number of years in office as a Director (at the conclusion of this meeting) 8 years</p> <p>Attendance at Board of Directors meetings 100% 9/9</p> <p>Attendance at Audit and Supervisory Committee meetings 100% 12/12</p>	<p>Sept. 2006</p> <p>Oct. 2006</p> <p>Sept. 2008</p> <p>June 2014</p> <p>June 2016</p>	<p>Graduated from The Legal Training and Research Institute of Japan</p> <p>Registered as an attorney (Shizuoka Bar Association) Joined Toshio Sugiyama Law Office (currently Sugiyama Law Office)</p> <p>President of Sugiyama Law Office (to present)</p> <p>Director of the Company</p> <p>Director and Audit and Supervisory Committee Member of the Company (incumbent)</p>	-
	<p>Reasons for nomination as candidate for Outside Director and overview of expected roles</p> <p>Kazumoto Sugiyama has been conducting audits and supervisory work from an independent and objective perspective, based on his extensive experience and knowledge on corporate legal affairs as an attorney. We have determined that he is qualified for the position from the perspective of strengthening the Group's audit and supervisory functions. Therefore, the Company requests his reelection as Director who is Audit and Supervisory Committee Member. The candidate has not been involved in corporate management in the past other than as an Outside Officer, but for the above reasons, we have determined that he would perform his duties as Outside Director appropriately.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
4	<p>Mayumi Yamamoto (July 28, 1971)</p> <p>[New candidate] [Outside] [Independent]</p> <p>Number of years in office as a Director (at the conclusion of this meeting) -</p> <p>Attendance at Board of Directors meetings -% -/-</p> <p>Attendance at Audit and Supervisory Committee meetings -% -/-</p>	<p>Oct. 2001 Joined Shin Nihon & Co. (currently Ernst & Young ShinNihon LLC)</p> <p>Apr. 2005 Registered as Certified Public Accountant</p> <p>Aug. 2006 Established Mayumi Yamamoto Certified Public Accountant Office (to present)</p> <p>July 2008 Joined Tokiwa Audit Corporation</p> <p>July 2016 Representative Partner of Tokiwa Audit Corporation (incumbent)</p>	-
<p>Reasons for nomination as candidate for Outside Director and overview of expected roles</p> <p>Mayumi Yamamoto has extensive experience and knowledge of corporate finance and accounting as a certified public accountant. We have determined that she is qualified for the position from the perspective of strengthening the Group's audit and supervisory functions. Therefore, the Company requests her election as Director who is Audit and Supervisory Committee Member. The candidate has not been involved in corporate management in the past other than as an Outside Officer, but for the above reasons, we have determined that she would perform her duties as Outside Director appropriately.</p>			

- Notes:
1. Mayumi Yamamoto is a new candidate for Director.
 2. There is no special interest between the candidates and the Company.
 3. Masahide Sato, Kazumoto Sugiyama, and Mayumi Yamamoto are candidates for Outside Directors.
 4. Masahide Sato is currently an Outside Director, and at the conclusion of this meeting he will have served as an Outside Director for 6 years. In addition, he has served as an Audit & Supervisory Board Member of the Company in the past. Kazumoto Sugiyama is currently an Outside Director, and at the conclusion of this meeting he will have served as an Outside Director for 8 years.
 5. In accordance with the provisions of Article 427, Paragraph 1 of the Companies Act, we have entered into an agreement with each candidate Ryujiro Matsumoto, Masahide Sato, and Kazumoto Sugiyama to limit the liability for damages in Article 423, Paragraph 1 of the Companies Act. Based on this agreement, the maximum liability for damages is the minimum liability stipulated in Article 425, Paragraph 1 of the Companies Act. If their elections are approved, the Company plans to continue this agreement. If the election of Mayumi Yamamoto is approved, the Company plans to enter into the same limited liability agreement with her.
 6. The Company has concluded a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This insurance policy covers the insured persons against losses incurred when accepting liability for the execution of their duties or when receiving claims in pursuit of this liability. If each candidate is elected and assumes the office as Director, the Company plans to include every such Director as an insured person in the insurance policy. Also, the next time this insurance policy comes up for renewal, the Company intends to renew it with the same content.
 7. The Company has submitted notification to the Tokyo Stock Exchange that Masahide Sato and Kazumoto Sugiyama have been designated as independent officers as provided for by the aforementioned exchange. If their elections are approved, the Company plans for their appointment as independent officers to continue. Mayumi Yamamoto fulfills the conditions for independent officers as provided for by the Tokyo Stock Exchange. If her election is approved, the Company plans to designate her as an independent officer.
 8. Mayumi Yamamoto's name on her family register is Mayumi Yazaki.

Reference: Board of Directors Skill Matrix

If Proposals 2 and 3 are approved and adopted as proposed, the composition and main knowledge and experience of the Board of Directors will be as follows.

Name	Position	Corporate Management	Manufacturing Technology R&D	Sales and Marketing	Business Development and M&A	Digital IT ICT DX	Finance and Accounting	Legal Affairs and Compliance	Global Experience
Yoshitaka Saito	President and Representative Director	•			•	•			•
Kazuto Suzuki	Managing Director	•	•						•
Atsuhiko Mukoyama	Managing Director	•	•						•
Kunihiro Koshizuka	Director	•	•		•	•			•
Kazunori Kobayashi	Director	•		•	•				•
Ryujiro Matsumoto	Director Audit and Supervisory Committee Member (full time)	•		•				•	•
Masahide Sato	Director Audit and Supervisory Committee Member						•		
Kazumoto Sugiyama	Director Audit and Supervisory Committee Member							•	
Mayumi Yamamoto	Director Audit and Supervisory Committee Member						•		

Note: This table does not represent the entire knowledge and experience of each Director.

Ratio of Outside Directors 55.6%

Ratio of Female Directors 11.1%