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: 6363
June 4, 2025

To Our Shareholders:

Kotaro Harada, Representative Director and President
Torishima Pump Mfg. Co., Ltd.
1-1-8, Miyata-cho, Takatsuki City, Osaka

Notice of Convocation of the 144th Annual General Meeting of Shareholders

We hereby notify you that the 144th Annual General Meeting of Shareholders of Torishima Pump Mfg. Co., Ltd. (the "Company") will be held as described below.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of Business Report, etc. in electronic format, and posts this information on the following websites. Please access either of the websites by using the internet address to review the information.

The Company's website: https://www.torishima.co.jp/ir/irinfo/meeting/ (in Japanese)

Website for posted informational materials for the general meeting of shareholders:
https://d.sokai.jp/6363/teiji/ (in Japanese)

Tokyo Stock Exchange website (Listed Company Search):

https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

(Access the TSE website shown above, enter "Torishima Pump Mfg." in "Issue name (company name)" or the Company's securities code "6363" 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, please take the time to examine the Reference Documents for the General Meeting of Shareholders, and exercise your voting rights by 5 p.m. on Monday, June 23, 2025 (JST) in accordance with the "Information on Exercising Voting Rights" (in Japanese only).

[Exercise of voting rights via the Internet]

Please access the Company's designated voting website (https://evote.tr.mufg.jp/ (in Japanese)) using the "Login ID" and "Password" printed on the voting form sent out together with this notice. Follow the instructions on the screen to indicate your approval or disapproval of the proposal, ensuring you make your entry by the deadline for exercising voting rights.

[Exercise of voting rights in writing (by mail)]

Please indicate on the voting form whether you approve or disapprove of each proposal, and return it by the voting deadline stated above.

1. **Date and time:** Wednesday, June 25, 2025 at 10 a.m. (JST) (Reception starts at 9:30 a.m.)
2. **Venue:** Head office of the Company
   1-1-8, Miyata-cho, Takatsuki City, Osaka
3. **Purpose**

Items to be reported:

1. Report on the content of the Business Report, the Consolidated Financial Statements and the Non-consolidated Financial Statements for the 144th Fiscal Year (from April 1, 2024 to March 31, 2025)
2. Report on the audit results of the Consolidated Financial Statements by the accounting auditor and the Audit and Supervisory Committee for the 144th Fiscal Year

Items to be resolved:

Proposal No. 1 Election of Seven Directors Who Are Not Members of the Audit and Supervisory Committee

Proposal No. 2 Election of Three Directors Who Are Members of the Audit and Supervisory Committee

4. **Exercising Voting Rights**

1. When exercising voting rights in writing (by mail), if neither approval nor disapproval of each proposal is indicated on the voting form, we will assume that you indicated your approval of the proposal.
2. If you exercise your voting rights multiple times via the Internet, we will assume that the last exercising of voting rights is the valid exercising of voting rights.
3. If you exercise your voting rights twice, via the Internet and in writing (by mail), we will assume that the vote via the Internet is the valid exercising of your voting rights.
4. If you exercise your voting rights by proxy, you may designate one other shareholder holding voting rights in the Company to attend the meeting. Please note, however, that it is necessary to submit a document proving the authority of proxy.
5. If you wish to make a diverse exercise of your voting rights, please notify the Company in writing or electronic format of your intention of making a diverse exercise of your voting rights and the reasons therefor by three days prior to the Annual General Meeting of Shareholders.

- If you are attending the meeting in person, please submit the voting form to the reception desk at the venue.
- 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.
- The dress code at the meeting for Directors and employees of the Company will be light clothes (“Cool Biz”).
- If you plan on attending the meeting in person, please check the status of infections and your own state of health on the day of the meeting.
- The notice of resolutions and the list of company officers that has traditionally been sent out after the general meeting of shareholders will no longer be sent out. Instead, such notice will be posted on the Company’s website in accordance with the introduction of the system for providing information electronic format.

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1 Election of Seven Directors Who Are Not Members of the Audit and Supervisory Committee

The term of office of six current Directors who are not members of the Audit and Supervisory Committee, Kotaro Harada, Gerald Ashe, Alister Flett, Koichiro Hamu, Toshimasa Iue and Rieko Ueda will expire at the conclusion of this Annual General Meeting of Shareholders.

This time, the Company proposes the election of seven Directors who are not members of the Audit and Supervisory Committee, in order to continue promoting global management and strengthening business.

The candidates for Directors who are not members of the Audit and Supervisory Committee are as follows:

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">1</td><td>Kotaro Harada
(Born on October 2, 1961)

Re-election</td><td>Apr. 1984

July 1997
Aug. 1998
June 1999
Aug. 2000

June 2001

June 2004
June 2006

Apr. 2023</td><td>Joined the Daiwa Bank, Ltd. (current Resona Bank, Limited)
Joined the Company
General Manager of the President's Office
Director
General Manager of the President's Office and Deputy Chief Division Officer of the Sales Division
Managing Director and Chief Division Officer of the Sales Division
Representative Senior Managing Director
Representative Director, President & CEO (current position)
Representative Director and CEO (Chief Executive Officer) (current position)</td><td>84,593</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate
Since assuming office as Representative Director and President in June 2006, Kotaro Harada has been demonstrating a strong leadership at the center of the management and striving to improve the Company Group's corporate value. Judging that he will keep playing an essential role to improve the mid- and long-term corporate value of the Company Group, we have decided to renominate him as a candidate for Director.</td></tr>
<tr><td rowspan="2">2</td><td>Gerald Ashe
(Born on February 19, 1966)

Re-election</td><td>Aug. 1988
Jan. 2003
Apr. 2007
Apr. 2010

Apr. 2019
Apr. 2023
June 2023</td><td>Joined Weir Pumps Ltd
Joined the Company
Regional Director, TGT Europe
Managing Executive Officer and Chief Division Officer of the Overseas Sales Division
Deputy President
Deputy CEO (Deputy Chief Executive Officer)
Director and Deputy CEO (Deputy Chief Executive Officer) (current position)</td><td>0</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate
Gerald Ashe has been mainly engaged in business operations relating to the overseas business departments, where he has worked to strengthen the Company's global business. Judging that he will contribute to the improvement of the mid- and long-term corporate value of the Company Group utilizing his experience and knowledge to support the CEO in overall management as a Director, we have decided to renominate him as a candidate for Director.</td></tr>
</table>

Candidate No.	Name (Date of birth)	Career summary, position and responsibility		Number of the Company's shares owned
3	Alister Flett (Born on July 25, 1970) Re-election	Aug. 1991	Joined Weir Pumps Ltd	3,471
		May 2004	Joined the Company	
		Apr. 2009	Deputy Chief Division Officer of Overseas Sales Division	
		Apr. 2011	Managing Director of Torishima Service Solutions FZCO	
		Apr. 2015	Executive Officer of the Company, Managing Director of Torishima Service Solutions FZCO, and General Manager of the Middle East Sales Department of the Middle East Branch	
		Apr. 2018	Managing Executive Officer and Deputy Chief Division Officer of the Overseas Division	
		Apr. 2019	Senior Managing Executive Officer and Chief Division Officer of the Overseas Division	
		Apr. 2023	CO-COO (Co-Chief Operating Officer), Chief Division Officer of the Overseas Division, and Supervisor of the Production Division and the Information System Office	
		June 2023	Director and CO-COO (Co-Chief Operating Officer), Chief Division Officer of the Overseas Division, and Supervisor of the Production Division and the Information System Office	
		Apr. 2024	Director and CO-COO (Co-Chief Operating Officer) and Supervisor of the Overseas Division, the Production Division and the Information System Office	
		Apr. 2025	Director and CO-COO (Co-Chief Operating Officer) (current position)	
	Reasons for nomination as candidate Alister Flett has been mainly engaged in sales at the overseas business departments, where he has worked to strengthen the Company's global business. Since April 2023, he has been promoting the Company's global business through overseas transactions and strengthening production systems as CO-COO. Judging that he will contribute to the improvement of the mid- and long-term corporate value of the Company Group utilizing his experience and knowledge, we have decided to renominate him as a candidate for Director.			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility		Number of the Company's shares owned
4	Koichiro Hamu (Born on December 7, 1967) Re-election	Apr. 1991	Joined the Company	36,117
		Apr. 2009	General Manager of the TGT Engineering Department	
		Mar. 2011	General Manager of the Application Engineering Department and General Manager of the TGT Sales Department	
		Apr. 2012	Executive Officer, General Manager of the Application Engineering Department, and General Manager of the TGT Sales Department	
		Apr. 2013	Executive Officer and Chief Division Officer of the Engineering Division	
		Apr. 2015	Managing Executive Officer and Chief Division Officer of the Engineering Division	
		Apr. 2016	Managing Executive Officer, Chief Division Officer of the Engineering Division, and General Manager of the Research & Development Department	
		June 2017	Director	
		Apr. 2019	Senior Managing Executive Officer, General Manager of the Corporate Strategy Bureau, Chief Division Officer of the Engineering Division, and General Manager of the Research & Development Department	
		June 2019	Representative Director	
		Apr. 2020	Senior Managing Executive Officer, General Manager of the Corporate Strategy Bureau, and Chief Division Officer of the Support Division	
		Apr. 2023	Director and CO-COO (Co-Chief Operating Officer), Chief Division Officer of the Engineering Division, and Supervisor of the Public-Sector Division, Private-Sector Division, and Quality Management Department	
		Apr. 2024	Director and CO-COO (Co-Chief Operating Officer), Chief Division Officer of the Engineering Division, and Supervisor of the Public-Sector Division, Private-Sector Division, Quality Management Department, and Business Development Division	
		Apr. 2025	Director and CO-COO (Co-Chief Operating Officer) (current position)	
	Reasons for nomination as candidate Koichiro Hamu has been mainly engaged in engineering and has been involved in the planning and development of new products, work to strengthen our overseas sales capabilities, and work related to establishing the Company's foundation, including service as the person responsible for the areas of R&D, overseas sales, and administration. Since April 2023, as CO-COO, he has been promoting the Company's business, mainly by opening up domestic trading markets and making improvements in quality. Judging that he will contribute to the improvement of the mid- and long-term corporate value of the Company Group utilizing his experience and knowledge, we have decided to renominate him as a candidate for Director.			

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">5</td><td>Yoshinori Hirusawa
(Born on August 8, 1961)

New election</td><td>Apr. 2002
Apr. 2010

Apr. 2014

July 2016

Apr. 2018

Apr. 2019</td><td>Joined the Company
General Manager of the Tokyo Third Sales Department, Tokyo Branch, Sales Division
Deputy General Manager of the Tokyo Branch, Sales Division
General Manager of the Private-Sector Management Department, Sales Division
Executive Officer and Chief Division Officer of the Private-Sector Division
Managing Executive Officer and Chief Division Officer of the Private-Sector Division (current position)</td><td>12,348</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate
Yoshinori Hirusawa has been mainly engaged in private sector sales and has worked to grow incoming orders and sales at the Company. Judging that he will contribute to the improvement of the mid- and long-term corporate value of the Company Group utilizing his experience and knowledge, we have decided to nominate him as a new candidate for Director.</td></tr>
</table>

Candidate No.	Name (Date of birth)	Career summary, position and responsibility	Number of the Company's shares owned
6	Toshimasa Iue (Born on December 3, 1962) Re-election Outside Director	Apr. 1989 Joined SANYO Electric Co., Ltd. June 1996 Director June 2002 Executive Vice President and Representative Director June 2005 President and Representative Director June 2007 Special Advisor Feb. 2010 Executive Officer and Executive Vice President of LIXIL Group Corporation Apr. 2011 Director, Executive Officer, and Executive Vice President of LIXIL Corporation June 2016 Director of LIXIL Group Corporation July 2017 Advisor June 2018 Outside Director who is a member of the Audit and Supervisory Committee of Enplas Corporation (current position) Aug. 2019 Outside Director of TAKARA & COMPANY Ltd. (current position) June 2020 Outside Director who is a member of the Audit and Supervisory Committee of the Company Outside Director of KAMEDA SEIKA CO., LTD. (current position) June 2022 Outside Director who is not a member of the Audit and Supervisory Committee of the Company (current position) (Significant concurrent positions outside the Company) Outside Director who is a member of the Audit and Supervisory Committee of Enplas Corporation Outside Director of TAKARA & COMPANY Ltd. Outside Director of KAMEDA SEIKA CO., LTD.	4,167
	Reasons for nomination as candidate for outside Director and overview of expected roles Toshimasa Iue has held various important positions, including President and Representative Director, and has abundant experience as a manager and a wide range of knowledge and personal connections, and we have decided to renominate him as a candidate for outside Director who is not a member of the Audit and Supervisory Committee in the expectation that he will provide valuable opinions and suggestions on the management of the Company Group from a global perspective as an outside Director. If elected, he will be appointed as a member of the Nomination and Remuneration Committee and will serve as an objective and neutral party in the nomination of the Company's executive candidates and the determination of executive remuneration and other matters. Matters pertaining to independence TAKARA & COMPANY Ltd., where Toshimasa Iue holds a concurrent position, is a business partner of the Company through its subsidiary TAKARA PRINTING CO., LTD. and Simul International, Inc. but there is no economic dependence on TAKARA & COMPANY Ltd. in light of the size and nature of the business transactions. There are no transactions between the Company and Enplas Corporation or KAMEDA SEIKA CO., LTD.		

Candidate No.	Name (Date of birth)	Career summary, position and responsibility	Number of the Company's shares owned
7	Rieko Ueda (Born on December 18, 1961) Re-election Outside Director	Apr. 1984 Joined DAIKIN INDUSTRIES, LTD. Aug. 2001 Representative Director and President of Mothernet (current position) Apr. 2016 Visiting Professor at Otemon Gakuin University (current position) June 2022 Outside Director of Okumura Corporation (current position) Outside Director who is not a member of the Audit and Supervisory Committee of the Company (current position) (Significant concurrent positions outside the Company) Representative Director and President of Mothernet Visiting Professor at Otemon Gakuin University Outside Director of Okumura Corporation	1,760
	Reasons for nomination as candidate for outside Director and overview of expected roles As a business owner, Rieko Ueda has been working on the promotion of work-life balance and the promotion of women's activities. We have decided to renominate her as a candidate for outside Director who is not a member of the Audit and Supervisory Committee in the expectation that she will provide valuable opinions and suggestions on the management of the Company Group as an outside Director. If elected, she will be appointed as a member of the Nomination and Remuneration Committee and will serve as an objective and neutral party in the nomination of the Company's executive candidates and the determination of executive remuneration and other matters. Matters pertaining to independence There are no transactions between the Company and Otemon Gakuin University or Okumura Corporation, where Rieko Ueda holds concurrent positions. Mothernet is a business partner of the Company, but there is no economic dependence on Mothernet in light of its size and nature of the business transactions.		

Notes:
1. There is no special interest between each candidate and the Company.
2. Toshimasa Iue and Rieko Ueda are candidates for outside Directors.
3. The Company has entered into limited liability agreements with outside Directors pursuant to the provisions of Article 427, paragraph (1) of the Companies Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under laws and regulations. If the re-election of Toshimasa Iue and Rieko Ueda is approved, the limited liability agreement that the Company entered into with them will remain in effect.
4. The Company has entered into an officers' and directors' liability insurance policy stipulated in Article 430-3, paragraph (1) of the Companies Act with an insurance company, and a summary of the insurance policy is listed in "Summary of officers' and directors' liability insurance policy" of the Business Report, 2. (3) (iii) (in Japanese only). If the election of candidates for Directors who are not members of the Audit and Supervisory Committee is approved, the Company plans to enter into a new insurance policy with the same terms to cover all candidates.
5. The Company has submitted notification to the Tokyo Stock Exchange that Toshimasa Iue and Rieko Ueda have been designated as independent officers as provided for by the aforementioned exchange. If the re-election of Toshimasa Iue and Rieko Ueda is approved, the Company plans to continue the aforementioned notification.
6. Toshimasa Iue is currently an outside Director, and at the conclusion of this Annual General Meeting of Shareholders, his tenure will have been five years.
7. Rieko Ueda is currently an outside Director, and at the conclusion of this Annual General Meeting of Shareholders, her tenure will have been three years.

Proposal No. 2 Election of Three Directors Who Are Members of the Audit and Supervisory Committee

The term of office of the current Directors who are members of Audit and Supervisory Committee, Haruhisa Sumi, Yuji Abe, and Soji Yamamoto, will expire at the conclusion of the Annual General Meeting of Shareholders.

This time, the Company proposes the election of three Directors who are members of the Audit and Supervisory Committee, in order to maintain and strengthen the supervision function of the Audit and Supervisory Committee.

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

The candidates for Directors who are members of the Audit and Supervisory Committee are as follows:

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">1</td><td>Yuji Abe
(Born on September 24, 1965)

Re-election
Outside Director</td><td>Apr. 1988
Feb. 2004
July 2014
Apr. 2019
June 2019
Apr. 2022
June 2023</td><td>Joined The Daiwa Bank, Ltd. (current Resona Bank, Limited)
General Manager of Kumatori Branch of Resona Bank, Limited
General Manager of Compliance Division of Resona Holdings, Inc.
Outside Auditor of Saitama Resona Bank, Limited
Outside Director who is a member of Audit and Supervisory Committee of Saitama Resona Bank, Limited
Outside Auditor (full-time) of Kansai Mirai Bank, Limited
Outside Director who is a member of the Audit and Supervisory Committee (full-time) of the Company (current position)</td><td>1,302</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for outside Director who is a member of the Audit and Supervisory Committee and overview of expected roles
Yuji Abe has expert knowledge and abundant experience of finance cultivated while working for many years as a banker. He has also held positions as General Manager of a Compliance Division and as an Outside Auditor. He provides us with useful proposals and advice at the Company's Board of Directors meetings from an objective standpoint being independent of the management. Although he has never been involved in the management of a company except in his role as an Outside Director, based on the aforementioned reasons, we judge him to be appropriately fulfilling his duties as an Outside Director and contributing to the improvement of the mid- to long-term corporate value of the Company Group, so we have therefore decided to nominate him as a candidate to continue as full-time Outside Director who is a member of the Audit and Supervisory Committee.</td></tr>
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<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">2</td><td>Soji Yamamoto
(Born on February 6, 1960)

Re-election
Outside Director</td><td colspan="2">Apr. 1982 Joined Yoko Audit Corporation (current Ernst & Young ShinNihon LLC)
Mar. 1985 Registered as a Certified Public Accountant
July 2008 Senior Partner of Ernst & Young ShinNihon LLC
July 2020 Established Soji Yamamoto Certified Public Accountant Office (current position)
June 2021 Outside Director who is a member of the Audit and Supervisory Committee of the Company (current position)
June 2024 Outside Audit & Supervisory Board Member of KOMAIHALTEC Inc. (current position)
(Significant concurrent positions outside the Company)
Outside Audit & Supervisory Board Member of KOMAIHALTEC Inc.</td><td>2,902</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for outside Director who is a member of the Audit and Supervisory Committee and overview of expected roles
Soji Yamamoto has many years of professional knowledge and extensive experience in taxation, finance and accounting as a certified public accountant. He provides us with useful proposals and advice at the Company’s Board of Directors meetings from an objective standpoint being independent of the management. Although he has never been involved in the management of a company except in his role as an Outside Director, based on the aforementioned reasons, we believe that he can suitably perform his duties as an Outside Director. We have therefore decided to renominate him as a candidate for Outside Director who is a member of the Audit and Supervisory Committee.

Matters pertaining to independence
There are no transactions between the Company and KOMAIHALTEC Inc. where Soji Yamamoto holds a concurrent position.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">3</td><td>Chikako Irie
(Born on March 8, 1972)

New election
Outside Director</td><td colspan="2">Oct. 1996 Joined Tohmatsu & Co. (current Deloitte Touche Tohmatsu LLC)
Apr. 2000 Registered as a Certified Public Accountant
July 2013 Certified Public Audit Inspector, Certified Public Accountants and Auditing Oversight Board, Financial Services Agency
July 2019 Managing Director, Deloitte Touche Tohmatsu LLC
July. 2023 Representative Director of Irie Public Accounting Firm (current position)
May. 2024 Outside Director who is a member of the Audit & Supervisory Committee of Warabeya Nichiyo Holdings Co., Ltd. (current position)
(Significant concurrent positions outside the Company)
Outside Director who is a member of the Audit & Supervisory Committee of Warabeya Nichiyo Holdings Co., Ltd.</td><td>0</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for outside Director who is a member of the Audit and Supervisory Committee and overview of expected roles
Chikako Irie has many years of professional knowledge and extensive experience in taxation, finance and accounting as a certified public accountant. We expect that she will provide us with useful proposals and advice at the Company's Board of Directors meetings from an objective standpoint being independent of the management. Although she has no past experience of being involved in the management of a company other than as an Outside Director, for the reasons stated above, we believe that she will be able to appropriately perform her duties as an Outside Director. Therefore, judging that she will contribute to the improvement of the mid- and long-term corporate value of the Company Group, we have decided to nominate her as a new candidate for Outside Director who is a member of the Audit and Supervisory Committee.

Matters pertaining to independence
There are no transactions between the Company and Warabeya Nichiyo Holdings Co., Ltd. where Chikako Irie holds a concurrent position.</td></tr>
</table>

Notes:
1. There is no special interest between the Company and either Yuji Abe, Soji Yamamoto, or Chikako Irie.
2. Yuji Abe, Soji Yamamoto, and Chikako Irie are candidates for outside Directors.
3. Yuji Abe is currently an outside Director who is a member of the Audit and Supervisory Committee, and at the conclusion of this Annual General Meeting of Shareholders, his tenure will have been two years.
4. Soji Yamamoto is currently an outside Director who is a member of Audit and Supervisory Committee, and at the conclusion of this Annual General Meeting of Shareholders, his tenure will have been four years.
5. The Company has entered into limited liability agreements with outside Directors pursuant to the provisions of Article 427, paragraph (1) of the Companies Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under laws and regulations. If the re-election of Yuji Abe and Soji Yamamoto is approved, the limited liability agreement that the Company entered into with each of them will remain in effect. If the election of Chikako Irie is approved, the Company plans to enter into the same limited liability agreement with her.
6. The Company has entered into an officers' and directors' liability insurance policy stipulated in Article 430-3, paragraph (1) of the Companies Act with an insurance company, and a summary of the insurance policy is listed in "Summary of officers' and directors' liability insurance policy" of the Business Report, 2. (3) (iii) (in Japanese only). If the election of candidates for Directors who are members of Audit and Supervisory Committee is approved, the Company plans to enter into a new insurance policy with the same terms to cover all candidates.
7. The Company has submitted notification to the Tokyo Stock Exchange that Soji Yamamoto has been designated as an independent officer as provided for by the aforementioned exchange. If the election or re-election of Soji Yamamoto and Chikako Irie is approved, the Company plans to renew the aforementioned notification or submit a new notification.

(Reference) Skill Matrix / Total Tenure

The Company is committed to responding to changes in the global environment to enhance its corporate value over the mid to long term, meeting the expectations of stakeholders, and becoming a global company that is integral to a sustainable society.

If Proposals 1 and 2 are approved, the expertise of each Director, the Nomination and Remuneration Committee members, and the total tenure are as follows.

	Name	Corporate Management	Global Business	Manufacturing Engineering R&D	Sales Marketing	HR/Labor HR Development	Finance Accounting	Legal Governance	Nomination and Remuneration Committee	Total Tenure (Years)
Directors who are not members of the Audit and Supervisory Committee	Kotaro Harada	○	○	○	○	○	○		○	26
	Gerald Ashe	○	○	○	○			○		2
	Alister Flett	○	○	○	○					2
	Koichiro Hamu	○	○	○		○				8
	Yoshinori Hirusawa	○			○					0 (New election)
	Toshimasa Iue (Outside)	○	○		○	○			○	5
	Rieko Ueda (Outside)	○			○	○			○	3
Directors who are members of the Audit and Supervisory Committee	Yuji Abe (Outside)				○		○	○		2
	Hiroshi Akiyama (Outside)		○			○		○	○	9
	Soji Yamamoto (Outside)						○	○	○	4
	Chikako Irie (Outside)						○	○	○	0 (New election)

* The above list represents areas in which each person has more specialized knowledge based on his/her experience, etc., and does not represent all the knowledge he/she possesses.