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Securities code: 368A

June 9, 2026

**To Shareholders with Voting Rights:**

Futoshi Inoue  
President, CEO  
Kitazato Corporation  
100-10 Yanagishima, Fuji, Shizuoka, Japan

**NOTICE OF THE 19TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We hereby inform you that the 19th Annual General Meeting of Shareholders of Kitazato Corporation (the “Company”) will be held as described below.

When convening this General Meeting of Shareholders, the Company takes measures for electronic provision and posts the matters subject to electronic provision on the following website on the internet as the “Notice of the 19th Annual General Meeting of Shareholders.”

The Company’s website:

<https://www.kitazato.co.jp/en/ir/stock-info/meeting/>

Matters for electronic provision are also posted on the following website.

Tokyo Stock Exchange (TSE) website:

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Please access the TSE website above (Listed Company Search), enter and search for either “Kitazato Corporation” in the “Issue name (company name)” field or “368A” in the “Code” field, and then select “Basic information,” followed by “Documents for public inspection/PR information” in order to view the information provided.

If you are unable to attend the meeting in person, you can exercise your voting rights via the internet, etc. or in writing. Please review the Reference Documents for the General Meeting of Shareholders posted on the matters subject to electronic provision and exercise your voting rights by 5:30 p.m. on Wednesday, June 24, 2026 (JST).

[Voting via the internet, etc.]

Please access the Company’s designated voting website (<https://www.web54.net>), and using the “Voting Code” and “Password” indicated on the enclosed Voting Rights Exercise Form, enter your approval or disapproval of each proposal in accordance with the on-screen instructions.

When exercising your voting rights via the internet, etc., please refer to “Information on Exercising Voting Rights via the Internet, etc.” on page 4. (in Japanese only)

[Voting in writing]

Please indicate your approval or disapproval of each proposal on the enclosed Voting Rights Exercise Form and return it so that it is received by the above-mentioned deadline.

- 1. Date and time:** Thursday, June 25, 2026 at 10:00 a.m. (JST)  
(Reception opens at 9:00 a.m.)
- 2. Place:** Head Office of Kitazato Corporation  
100-10 Yanagishima, Fuji, Shizuoka, Japan
- 3. Matters to be reported:**
1. The Business Report and Consolidated Financial Statements for the Company's 19th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Board of Corporate Auditors of the Consolidated Financial Statements
  2. Non-consolidated Financial Statements for the Company's 19th Fiscal Year (April 1, 2025 - March 31, 2026)
- 4. Proposals to be resolved:**
- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Partial Amendments to the Articles of Incorporation
- Proposal 3:** Election of Eleven (11) Directors
- Proposal 4:** Election of One (1) Corporate Auditor

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- When attending the meeting, we kindly request that you submit the enclosed Voting Rights Exercise Form at the reception desk at the venue.
  - If no indication of approval or disapproval is made for any proposal on the Voting Rights Exercise Form, it will be treated as an indication of approval.
  - If any revisions are made to the matters subject to electronic provision, such revisions will be posted on the respective websites on which such matters are published.
  - The documents sent to shareholders who have requested delivery of printed materials do not include the following items in accordance with applicable laws and regulations and Article 15, Paragraph 2 of the Company's Articles of Incorporation. Accordingly, such documents constitute part of the documents audited by the Corporate Auditors and the Accounting Auditor in preparing their audit reports.
    - (1) Business Report: "Status of Accounting Auditor," "System to Ensure the Appropriateness of Operations," and "Summary of Status of Operation of the System to Ensure the Appropriateness of Operations"
    - (2) Consolidated Financial Statements: "Consolidated Statement of Changes in Equity" and "Notes to Consolidated Financial Statements"
    - (3) Non-consolidated Financial Statements: "Statement of Changes in Equity" and "Notes to Non-consolidated Financial Statements"

# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal 1: Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

#### Matters concerning year-end dividends

The Company recognizes the return of profits to shareholders as one of its key management priorities, and its basic policy is to provide stable and continuous dividends while comprehensively considering future business development and the strengthening of its financial structure, etc. In addition, it targets a consolidated payout ratio of 40% or higher.

Based on this policy, the Company proposes a year-end dividend of ¥41 per share for the current fiscal year.

- (1) Type of dividend property  
Cash
- (2) Matters concerning the allocation of dividend property and the total amount thereof  
¥41 per share of common stock of the Company (Total amount of dividends: ¥1,640,000,000)
- (3) Effective date of the distribution of surplus  
June 26, 2026

**Proposal 2: Partial Amendments to the Articles of Incorporation**

1. Reasons for the proposal

As part of further strengthening its global brand strategy, the Company has decided to unify its corporate name, logo, and brand name in order to enhance brand consistency and increase brand value. Accordingly, the Company proposes to amend Article 1 (Trade Name) of the current Articles of Incorporation to change its trade name from Kitazato Corporation to Kitazato (there will be no changes to the English company name). The amendment to the Articles of Incorporation related to the change in trade name will take effect on July 1, 2026.

In addition, in order to further clarify the management responsibility of Directors, ensure accountability through annual elections, and establish an optimal management structure that can respond flexibly to changes in the business environment, the Company proposes to shorten the term of office of Directors provided for in Article 21 (Term of Office of Directors), Paragraph 1 of the current Articles of Incorporation from two years to one year.

2. Details of the amendment

The details of the amendment are as follows.

(Underlined portions are to be amended)

Current Articles of Incorporation	Proposed amendments
<p>(Trade Name)                      Article 1 The Company is called Kabushiki Kaisha <u>Kitazato Corporation</u>, and in English it is written as Kitazato Corporation.</p> <p>(Term of Office of Directors)                      Article 21 The term of office of Directors shall expire at the close of the annual general meeting of shareholders relating to the last fiscal year ending within <u>two years</u> after their election.</p> <p>2. The term of office of a Director elected as substitute for a Director who retired before the expiration of the term of office or elected due to an increase in the number of Directors shall expire at the time when the terms of office of the other incumbent Directors expire.</p> <p>Supplementary Provision                      (Newly established)</p>	<p>(Trade Name)                      Article 1 The Company is called Kabushiki Kaisha <u>Kitazato</u>, and in English it is written as Kitazato Corporation.</p> <p>(Term of Office of Directors)                      Article 21 The term of office of Directors shall expire at the close of the annual general meeting of shareholders relating to the last fiscal year ending within <u>one year</u> after their election.</p> <p>2. (Unchanged)</p> <p>Supplementary Provision  <u>(Effective Date of Amendment to Article 1 of the Articles of Incorporation)</u>  <u>The amendment to Article 1 (Trade Name) of the Articles of Incorporation shall take effect on July 1, 2026, and this supplementary provision shall be deleted upon the end of that day.</u></p>

**Proposal 3: Election of Eleven (11) Directors**

The terms of office of nine (9) Directors will expire at the close of this General Meeting of Shareholders, and Director Akihiro Ishizaka resigned on May 31, 2026. Accordingly, in order to strengthen our organizational structure and expertise after listing, the Company proposes the election of eleven (11) Directors, including two (2) newly appointed Outside Directors.

The candidates for Director are as follows:

No.	Gender	Name	Current position	Attendance at the Board of Directors meetings	Term of office as Director
1	Male	[Reappointment] Futoshi Inoue	Representative Director	18/18	20 years
2	Female	[Reappointment] Kyoko Izumi	Managing Director	18/18	4 years
3	Female	[Reappointment] Maki Ogawa	Director	18/18	4 years
4	Female	[Reappointment] Kazumi Shibata	Director	18/18	4 years
5	Male	[Reappointment] Masanobu Suzuki	Director	18/18	2 years
6	Male	[Reappointment] Makoto Shintani	[Outside] [Independent] Director	18/18	4 years
7	Male	[Reappointment] Ignacio Bermejo	[Outside] Director	18/18	6 years
8	Male	[Reappointment] Shigenori Yamaguchi	[Outside] [Independent] Director	17/18	2 years
9	Male	[Reappointment] Akio Sato	[Outside] [Independent] Director	16/18	1 year
10	Male	[New appointment] Osamu Tsutsumi	[Outside] [Independent] -	-	-
11	Male	[New appointment] Michitaro Wakayama	[Outside] [Independent] -	-	-



No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	Kyoko Izumi (October 16, 1977)  [Reappointment]	August 1998      Joined Big Shot Trading Co., Ltd.	0
		August 2005      Joined OSHMAN'S JAPAN	
December 2007    Joined mokusei Co., Ltd.			
August 2009      Joined Tanakakousan Co., Ltd.			
August 2010      Joined Shizuoka Career Station Co., Ltd.			
May 2011        Joined Kitazato Biopharma Co., Ltd.			
December 2017    Joined PC-SYSTEM Co., Ltd.			
March 2021      Joined the Company, General Manager of Quality Assurance Department			
June 2022        Director, General Manager of Quality Assurance Department			
August 2023     Managing Director, General Manager of Quality Assurance Department			
November 2023   Managing Director in Charge of Quality Assurance, General Manager of Quality Assurance Department (to present)			
[Reason for nomination as a candidate for Director] As General Manager of Quality Assurance Department, Ms. Kyoko Izumi has devoted herself to the establishment and strengthening of the Company's quality assurance system. She possesses deep knowledge regarding the maintenance of product safety and compliance, and the Company has determined that she is indispensable to its management decision-making in fulfilling its social responsibilities as a manufacturer. Accordingly, she has continuously been selected as a candidate for Director.			
3	Maki Ogawa (December 16, 1979)  [Reappointment]	April 2002        Joined Seibi Gakuen	0
		June 2006        Joined Fuji Co., Ltd.	
April 2007        Joined Honno Law Office			
February 2008    Joined Treat Co., Ltd.			
February 2010    Joined the Company			
April 2021        General Manager of Marketing Department			
June 2022        Director, General Manager of Marketing Department			
June 2023        Director, Kitazato America, Inc. (to present)			
September 2024   Director, General Manager of Marketing Department and Sales Department, the Company (to present)			
[Reason for nomination as a candidate for Director] As the person responsible for the Sales Department and Marketing Department, Ms. Maki Ogawa has led the expansion of the Company's sales and enhancement of its brand value based on accurate analyses of market trends. She possesses strong execution capabilities in reflecting customer needs in management strategies, and the Company has determined that she can make significant contributions to its sustainable growth and enhancement of corporate value. Accordingly, she has continuously been selected as a candidate for Director.			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
4	Kazumi Shibata (November 27, 1977)  [Reappointment]	<p>April 1998      Joined Kowa Company, Ltd.</p> <p>April 2007      Joined Fujisangyo Co., Ltd.</p> <p>October 2009    Joined Polyplastics Co., Ltd.</p> <p>August 2011     Joined Shizuoka Career Station Co., Ltd.</p> <p>August 2013     Joined the Company</p> <p>March 2021      General Manager of Manufacturing Department</p> <p>June 2022       Director, General Manager of Manufacturing Department</p> <p>November 2023   Director in Charge of Manufacturing, General Manager of Manufacturing Department (to present)</p>	0
<p>[Reason for nomination as a candidate for Director]</p> <p>As the person responsible for the Manufacturing Department, Ms. Kazumi Shibata has achieved significant results in improving production efficiency, ensuring safety at manufacturing sites, and passing on technical expertise. She is thoroughly familiar with on-site operations and has demonstrated strong leadership in manufacturing, and the Company has determined that she is the most suitable person to promote the strengthening of the manufacturing foundation, which is the core of the Company's business. Accordingly, she has continuously been selected as a candidate for Director.</p>			
5	Masanobu Suzuki (November 27, 1974)  [Reappointment]	<p>April 1997      Joined HKS CO., LTD.</p> <p>August 2004      Corporate Auditor, HKS Technical Factory Co., Ltd.</p> <p>August 2008      Corporate Auditor, Nissei Industries co., ltd.</p> <p>September 2011    Joined SURUGA Production Platform Co., Ltd.</p> <p>April 2016        General Manager, OST Corporate Entity Management Department, SURUGA Production Platform Co., Ltd.</p> <p>April 2018        General Manager, OST Corporate Entity Business Management Office, SURUGA Production Platform Co., Ltd.</p> <p>December 2018    Auditor, SURUGA SEIKI SALES &amp; TRADING (SHANGHAI) Co., Ltd.</p> <p>January 2024      Joined the Company</p> <p>February 2024     Director</p> <p>April 2024        Director, General Manager of Corporate Planning Department</p> <p>October 2024     Director in Charge of Administrative Department, General Manager of Corporate Planning Department (to present)</p>	0
<p>[Reason for nomination as a candidate for Director]</p> <p>As the person responsible for overseeing the Administrative Department, Mr. Masanobu Suzuki has promoted the development of organizational foundations and appropriate operations across a broad range of areas, including finance, human resources, and general affairs. He possesses extensive experience in stabilizing management foundations and strengthening corporate governance, and the Company has determined that he is indispensable in maintaining sound corporate management. Accordingly, he has continuously been selected as a candidate for Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
6	Makoto Shintani (January 21, 1957)  [Reappointment] [Outside] [Independent]	<p>January 2007 Director, IS JAPAN CO., LTD.</p> <p>August 2007 Board Director, CEO, Irvine Scientific Sales Company Inc.</p> <p>November 2013 Director, General Manager of Global Business Research and Development Division, Beckman Coulter Japan, Inc.</p> <p>April 2015 Corporate Vice President, Corporate Strategy, NIKON CORPORATION</p> <p>August 2016 Corporate Vice President, Medical Business Promotion, NIKON CORPORATION</p> <p>June 2017 Corporate Vice President, Healthcare Business Unit, NIKON CORPORATION</p> <p>May 2018 Board Director, Berkley Lights Inc.</p> <p>April 2019 Senior Fellow, NIKON CORPORATION</p> <p>August 2022 Board Director, Nortis Inc.</p> <p>August 2022 Outside Director, the Company (to present)</p>	0
<p>[Reason for nomination as a candidate for Outside Director and summary of the expected roles]</p> <p>Based on his extensive experience and management expertise in the management of listed companies and other organizations, as well as his knowledge regarding organizational management and broad insight into the healthcare field, the Company expects that Mr. Makoto Shintani will provide valuable advice and appropriately perform his duties of supervising business execution. Accordingly, he has continuously been selected as a candidate for Outside Director.</p>			
7	Ignacio Bermejo (April 3, 1970)  [Reappointment] [Outside]	<p>June 2004 Joined Equipo IVI, S.L. General Manager of Purchasing Department and Logistics Department</p> <p>March 2008 Managing Director, Biomedical Supply, S.L.</p> <p>June 2020 Outside Director, the Company (to present)</p> <p>January 2023 Chief Executive Officer, Biomedical Supply, S.L. (to present)</p> <p>February 2023 Chief Executive Officer, Biomedical Supply US, Inc. (to present)</p> <p>January 2025 Chief Executive Officer, Biomedical Supply UK, Ltd. (to present)</p> <p>April 2026 Officer, Endorse Equipamentos Medicos S.A. (to present)</p>	0
<p>[Reason for nomination as a candidate for Outside Director and summary of the expected roles]</p> <p>Based on his extensive business experience as a manager of overseas companies, Mr. Ignacio Bermejo possesses broad insight into global affairs, and the Company expects that he will provide valuable advice regarding the Company's overseas business development and appropriately perform his duties of supervising business execution. Accordingly, he has continuously been selected as a candidate for Outside Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held	
8	Shigenori Yamaguchi (February 24, 1958)  [Reappointment] [Outside] [Independent]	April 2015	Director, Health and Welfare Department, Shizuoka Prefectural Office	0
		April 2018	Vice President and General Manager of Headquarters Administration Department, Shizuoka Prefectural Hospital Organization (to present)	
		April 2018	Advisor, Shizuoka Prefecture (to present)	
		November 2019	Secretary General, Association of Local Independent Administrative Agency Hospitals	
		April 2021	Director, Fujinokuni Social Health and Medical Association for Regional Medical Collaboration Promotion (to present)	
		February 2024	Outside Director, the Company (to present)	
[Reason for nomination as a candidate for Outside Director and summary of the expected roles] Based on his extensive experience in local administration, the Company expects that Mr. Shigenori Yamaguchi will provide valuable advice regarding management from the perspective of overall regional development and the Company's community contribution activities, and appropriately perform his duties of supervising business execution. Accordingly, he has continuously been selected as a candidate for Outside Director.				
9	Akio Sato (February 4, 1966)  [Reappointment] [Outside] [Independent]	April 1997	Registered as an attorney (Daini Tokyo Bar Association)	0
		March 2003	Sato Sogo Law Office (to present)	
		March 2008	Outside Corporate Auditor, POLA ORBIS HOLDINGS INC.	
		April 2012	Part-time lecturer, Keio Business School (to present)	
		June 2016	Outside Director, Aozora Trust Bank, Ltd. (currently GMO Aozora Net Bank, Ltd.) (to present)	
		July 2017	Outside Director, U-NEXT Co., Ltd. (currently U- NEXT HOLDINGS Co., Ltd.) (to present)	
		March 2025	Outside Director, the Company (to present)	
[Reason for nomination as a candidate for Outside Director and summary of the expected roles] In addition to the professional expertise gained as an attorney, Mr. Akio Sato has served as outside officers of other business companies. The Company therefore expects that he will provide valuable advice on overall management and appropriately perform his duties of supervising business execution. Accordingly, he has continuously been selected as a candidate for Outside Director.				

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
10	Osamu Tsutsumi (May 29, 1950)  [New appointment] [Outside] [Independent]	April 1999	Professor, Department of Obstetrics and Gynecology, The University of Tokyo Hospital	2,100
		March 2001 April 2008 April 2008 January 2021 April 2026 April 2026	Physician to the Crown Prince's Household Professor, Graduate School, International University of Health and Welfare Director, Sanno Hospital Honorary Director, Sanno Hospital (to present) Director of HIFU Treatment Room, SUGIYAMA CLINIC SETAGAYA (to present) Representative Director, Gynecologic HIFU Research Association (to present)	
[Reason for nomination as a candidate for Outside Director and summary of the expected roles] As an obstetrician and gynecologist, Mr. Osamu Tsutsumi possesses extensive knowledge regarding trends in the infertility treatment industry, and the Company expects that he will provide valuable advice and appropriately perform his duties of supervising business execution in the development of the Company's products, product sales strategies, and new businesses. Accordingly, he has been selected as a candidate for Outside Director.				
11	Michitaro Wakayama (February 3, 1977)  [New appointment] [Outside] [Independent]	October 2003	Joined Shin Nihon & Co. (Ernst & Young ShinNihon LLC)	0
		October 2019 December 2019 June 2023 June 2024	Representative Director, OCS Partners Inc. (to present) Head, Michitaro Wakayama CPA & Tax Accountant Office (to present) Outside Corporate Auditor, Central General Development Co., Ltd. (to present) Outside Corporate Auditor, Starzen Co., Ltd. (to present)	
[Reason for nomination as a candidate for Outside Director and summary of the expected roles] As a certified public accountant and tax accountant, Mr. Michitaro Wakayama possesses professional expertise gained through his experience in such fields, and the Company expects that he will provide valuable advice and appropriately perform his duties of supervising business execution in formulating and implementing the Company's management strategies and capital policies. Accordingly, he has been selected as a candidate for Outside Director.				

- Notes: 1. KITAZATO & CO., LTD. is a parent company as defined in Article 2, Item (iv) of the Companies Act.
2. Candidate for Director Mr. Futoshi Inoue is a parent company, etc. as defined in Article 2, Item (iv)-2 of the Companies Act.
3. The number of shares of the Company held by candidate for Director Mr. Futoshi Inoue includes the number of shares held by KITAZATO & CO., LTD., his asset management company.
4. Mr. Makoto Shintani, Mr. Ignacio Bermejo, Mr. Shigenori Yamaguchi, Mr. Akio Sato, Mr. Osamu Tsutsumi, and Mr. Michitaro Wakayama are candidates for Outside Directors.
5. Candidate for Director Mr. Ignacio Bermejo serves as Chief Executive Officer of Biomedical Supply, S.L. and Biomedical Supply US, Inc., and there are related-party transactions between the Company and these companies, including sales transactions for the Company's products, which

are conducted under general terms and conditions similar to those of arm's length transactions. There are no special interests between the other candidates and the Company.

6. The Company has registered the candidates for Director, Mr. Makoto Shintani, Mr. Shigenori Yamaguchi, Mr. Akio Sato, Mr. Osamu Tsutsumi, and Mr. Michitaro Wakayama, as independent officers as prescribed by Tokyo Stock Exchange.
7. The Company has concluded limited liability contracts with Mr. Makoto Shintani, Mr. Ignacio Bernejo, Mr. Shigenori Yamaguchi, and Mr. Akio Sato based on the provisions of Article 427, Paragraph 1 of the Companies Act, which limit their liability for damages under Article 423, Paragraph 1 of the same Act. The limit of liability for damages under this contract is the minimum liability amount stipulated by laws and regulations. If they are reelected, the Company plans to continue the contracts. In addition, if the elections of Mr. Osamu Tsutsumi and Mr. Michitaro Wakayama are approved, the Company plans to conclude similar limited liability contracts with them.
8. The Company has entered into a directors and officers liability insurance contract with an insurance company, as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with all Directors as the insured. Under this insurance contract, damage caused as a result of the insured Directors assuming liability regarding the execution of their duties or receiving claims pertaining to the pursuit of such liability shall be covered. If each candidate assumes office as Director, they will become the insured under this insurance contract, and the contract is scheduled to be renewed during their terms of office.

**Proposal 4: Election of One (1) Corporate Auditor**

In accordance with Mr. Hisao Taguchi's resignation as of July 1, 2025, the Company currently has a structure with one (1) full-time Corporate Auditor.

Accordingly, the Company requests the election of one (1) Corporate Auditor in order to add the full-time Corporate Auditor and establish a structure with two (2) full-time Corporate Auditors.

As Mr. Seiichi Nishikawa is being elected as a substitute for Mr. Hisao Taguchi, his term of office shall expire at the time when the term of office of the resigned Corporate Auditor would have expired, as stipulated in the Company's Articles of Incorporation.

In addition, the submission of this proposal has been approved by the Board of Corporate Auditors.

Name (Date of birth)	Career summary, positions and significant concurrent positions	Number of shares of the Company held
Seiichi Nishikawa (March 21, 1959)  [New appointment] [Outside] [Independent]	August 2000 President, Clarion do Brasil Ltda. July 2009 General Manager of Aftermarket Sales Department, Global Sales Division, Clarion Co., Ltd. (currently Faurecia Clarion Electronics Co., Ltd.) April 2013 General Manager of International Planning Group, Corporate Planning Department, Management Promotion Division, Clarion Co., Ltd. May 2018 General Manager of Corporate Strategy Department, Corporate Strategy Division, Clarion Co., Ltd. March 2020 Outside Director, Full-time Audit and Supervisory Committee Member, STAR MICRONICS CO., LTD.	0
[Reason for nomination as a candidate for full-time Outside Corporate Auditor] Mr. Seiichi Nishikawa has gained extensive experience and knowledge as a Corporate Auditor at other companies. The Company has determined that his high level of expertise and objective perspective gained through audit practices at other companies will significantly contribute to enhancing the transparency of the Company's audit system and enhancing governance. Accordingly, he has been selected as a candidate for full-time Outside Corporate Auditor.		

- Notes:
1. There are no special interests between Mr. Seiichi Nishikawa and the Company.
  2. Mr. Seiichi Nishikawa is a candidate for Outside Corporate Auditor.
  3. The Company has registered the candidate for Corporate Auditor, Mr. Seiichi Nishikawa, as an independent officer as prescribed by Tokyo Stock Exchange.
  4. The Company has concluded limited liability contracts with its Outside Corporate Auditors based on the provisions of Article 427, Paragraph 1 of the Companies Act, which limit such Outside Corporate Auditors' liability for damages under Article 423, Paragraph 1 of the same Act. The limit of liability for damages under this contract is the minimum liability amount stipulated by laws and regulations. If the election of Mr. Seiichi Nishikawa is approved, the Company plans to conclude similar limited liability contract with him.
  5. The Company has entered into a directors and officers liability insurance contract with an insurance company, as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with all Corporate Auditors as the insured. Under this insurance contract, damage caused as a result of the insured Corporate Auditors assuming liability regarding the execution of their duties or receiving

claims pertaining to the pursuit of such liability shall be covered. If Mr. Seiichi Nishikawa assumes office as Corporate Auditor, he will become the insured under this insurance contract, and the contract is scheduled to be renewed during his term of office.

## Directors' Skills Matrix Following the General Meeting of Shareholders

If the candidates proposed in this Notice of Convocation are elected as originally proposed, the expertise and experience of each Director will be as follows.

	Name	Corporate management/ business strategy	Regulatory affairs/ quality assurance	Manufacturing/ quality management	Sales/ marketing	Global	Finance/ accounting	Governance/ legal/risk management	Sustainability
Internal Directors	Futoshi Inoue	○	○	○	○	○		○	○
	Kyoko Izumi	○	○			○		○	○
	Maki Ogawa	○			○	○		○	○
	Kazumi Shibata	○	○	○				○	○
	Masanobu Suzuki	○					○	○	○
Outside Directors	Makoto Shintani	○			○	○	○	○	○
	Ignacio Bermejo	○	○	○	○	○		○	○
	Shigenori Yamaguchi	○	○	○			○	○	○
	Akio Sato	○				○	○	○	○
	Osamu Tsutsumi	○	○		○	○		○	○
	Michitaro Wakayama	○			○		○	○	○

\*This table does not represent all of the skills possessed by each Director.