

June 7, 2024

To our shareholders:

Takamitsu Sakurai, President and Representative Director
Imasen Electric Industrial Co., Ltd.
1 Aza Kakahata, Inuyama, Aichi

Notice of the 87th Annual General Meeting of Shareholders

We are cordially informing you of the 87th Annual General Meeting of Shareholders of Imasen Electric Industrial Co., Ltd. (the “Company”), which will be held as indicated below.

If you intend to exercise your voting rights in writing or via the Internet, etc., please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on Monday, June 24, 2024 (JST), as follows.

1. **Date and Time:** Tuesday, June 25, 2024, at 10:00 a.m. (JST)
(Reception will open at 9:00 a.m.)
2. **Venue:** IMASEN Global Development & Training Center
418-4 Inuyamahigashikoken, Inuyama, Aichi
(Please refer to the “Directions to the Venue of the General Meeting of Shareholders” at the end of this notice.)
3. **Purpose of the Meeting:**
Matters to be reported:
 1. The Business Report and the Consolidated Financial Statements for the 87th fiscal year (from April 1, 2023 to March 31, 2024) and the audit results of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
 2. The Non-Consolidated Financial Statements for the 87th fiscal year (from April 1, 2023 to March 31, 2024)**Matters to be resolved:**

Proposal No. 1	Election of Nine Directors
Proposal No. 2	Election of One Audit & Supervisory Board Member

4. Matters Concerning Exercising Your Voting Rights

(For information on how to exercise your voting rights, please refer to “Directions for Exercising Your Voting Rights” on pages 6 and 7)

- (1) If you exercise your voting rights both via the Internet, etc. and Voting Rights Exercise Form, the vote exercised via the Internet, etc., shall be deemed valid.
- (2) If you exercise your voting rights via the Internet multiple times or by computer, smartphone, or mobile phone, the vote last exercised shall be deemed valid.
- (3) If you are not indicating for or against each of the items on the Voting Rights Exercise Form in exercising your voting rights, the Company will deem that you indicated your approval of the proposal.

5. Matters Concerning Electronic Provision Measures

- (1) In 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. in an electronic format (matters for which measures for providing information in an electronic format are taken), and posts this on each of the websites shown below.

[Websites on which materials for the General Meeting of Shareholders are posted]

<https://d.sokai.jp/7266/teiji/>



[The Company's website]

https://www.imasen.co.jp/ir/share/ir_shareholders/



[TSE website (Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>



(Access the TSE website by using the Internet address shown above, enter “Imasen Electric Industrial” in “Issue name (company name)” or the Company’s securities code “7266” 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.”)

(2) Documents describing the matters for which measures for providing information in an electronic format are to be taken of this general meeting of shareholders has been mailed to all shareholders, regardless of whether they have requested it. However, among the matters for which measures for providing information in an electronic format are to be taken, the following matters are excluded from the documents, as provided for by the relevant laws and regulations of the Company's Articles of Incorporation. In addition, the Accounting Auditor and the Audit & Supervisory Board audited the following and other documents.

(i) Business Report

- Matters related to the current status of the Group
Principal business activities; Principal offices and plants; Employees status; Principal lenders
- Matters related to the Company's shares
Status of shares issued to Directors and Audit & Supervisory Board members of the Company as compensation for the performance of their duties during the period under review
Other significant matters related to the Company's shares
- Matters related to the Company's share acquisition rights, etc.
- Matters related to the Company's officers
Matters related to limitation of liability agreement; Outline of contents of directors' and officers' liability insurance policy, etc.
- Status of Accounting Auditors
- Company framework and policies

(ii) Consolidated Financial Statements

Consolidated statement of changes in equity; Notes to the consolidated financial statements

(iii) Non-consolidated Financial Statements

(iv) Auditor's Report on the Consolidated Financial Statements

(v) Auditor's Report on the Non-Consolidated Financial Statements

(vi) Audit Report of the Audit & Supervisory Board

1. If there are any revisions to the matters for which measures are in place to provide information in an electronic format, a comparison of the old information and the revised information will be posted on the aforementioned websites.
2. Matters resolved at the General Meeting of Shareholders will be notified by posting them on the Company's website instead of mailing a notice of resolution in writing. Your understanding would be greatly appreciated.
3. Officers and employees of the Company will be dressed lightly on the day of the meeting to help support the Cool Biz environmental campaign. Your understanding would be greatly appreciated.

Directions for Exercising Your Voting Rights

Shareholders attending the meeting in person



Please submit the Voting Rights Exercise Form at the reception.

Date and Time of the Annual
General Meeting of Shareholders

Tuesday, June 25, 2024, at 10:00 a.m. (JST)

Shareholders not attending the meeting



▶ Voting via “Smart Voting®”

Read the “QR code for logging in the Voting Rights Exercise Website shown lower right of the Voting Rights Exercise Form by using smartphones or tablets, and indicate whether you are for or against each of the items following the directions on the website.

Voting deadline

By 5:00 p.m. on Monday, June 24, 2024 (JST)

Please refer to the following page for details.



▶ Voting via the Internet

Access the Company’s Voting Rights Exercise Website from your personal computer or smartphone, etc., obtain “Voting Code” and “Password” provided in the Voting Rights Exercise Form, and indicate whether you are for or against each of the items following the directions on the website.

Voting deadline

By 5:00 p.m. on Monday, June 24, 2024 (JST)

Please refer to the following page for details.



▶ Voting in writing

Please indicate your approval or disapproval of the proposals in the Voting Rights Exercise Form and then return the form to the Company by postal mail by the voting deadline.

Voting deadline

By 5:00 p.m. on Monday, June 24, 2024 (JST)

Information on the use of Electronic Proxy Voting Platform (To institutional investors)

For institutional investors, an electronic proxy voting platform operated by ICJ, Inc. is also available to exercise their voting rights by electronic or magnetic means for this meeting.

Voting via Smart Voting®

You can login the Voting Rights Exercise Website without entering "Voting Code" and "Password".

- 1 Please read the QR code shown on the lower right of the Voting Right Exercise Form.



* "QR Code" is a registered trademark of "DENSO WAVE INCORPORATED".

- 2 After this, please indicate whether you are for or against each of the items following the directions on the website.



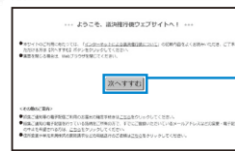
Voting via "Smart Voting®" is valid only once.

If you wish to change your voting after exercising, read the QR code again, access the Voting Rights Exercise Website, login the website using the "Voting Code" and "Password" shown on the Voting Rights Exercise Form, and exercise your voting rights again.

Voting via the Internet

Voting Rights Exercise Websites <https://www.web54.net>

- 1 Please access the Voting Rights Exercise Website.



Click "Go to the next step"

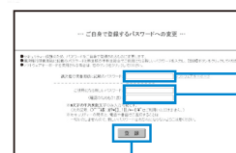
- 2 Please enter the "Voting Code" shown on the Voting Right Exercise form.



Enter the "Voting Code"

Click "Log In"

- 3 Please enter the "Password" shown on the Voting Rights Exercise Form.



Enter the "Password"

Please set a new password that you may use.

Click "Register"

- 4 After this, please indicate whether you are for or against each of the items following the directions on the website.

* Any connection fees and communication charges for using the voting website will be borne by shareholders.

* The service offered by the Voting Rights Exercise Website may not be available depending on the Internet usage environment, your subscription service, or your model.

Inquiries about voting via Smart Voting® and the Internet

Stock Transfer Agency Web Support Hotline, Sumitomo Mitsui Trust Bank, Limited

Tel: 0120-652-031 (toll-free number)
(Business hours: 9:00 a.m. to 9:00 p.m.)

Other inquiries

(i) Shareholders with an account at a securities company

Please contact your securities company.

(ii) Shareholders without an account at a securities company (with a special account)

Stock Transfer Agency Business Planning Dept., Sumitomo Mitsui Trust Bank, Limited

Tel: 0120-782-031 (toll-free number)

(Business hours: 9:00 a.m. to 5:00 p.m., except Saturdays, Sundays and holidays)

Reference Documents for the General Meeting of Shareholders

Proposal No. 1 Election of Nine Directors

At the conclusion of this meeting, the terms of office of all nine Directors will expire.

Therefore, the Company proposes the election of nine Directors.

The candidates for Director are as follows:

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
1	Kenichi Hasegawa (April 10, 1959) New election	<p>Apr. 1982 Joined TS TECH Co., Ltd.</p> <p>June 2000 General Manager, Motorcycle Engineering Department, Technical Sales Division</p> <p>Apr. 2012 Director and President of TS TECH DO BRASIL LTDA.</p> <p>Apr. 2014 Operating Officer</p> <p>Apr. 2016 Operating Officer; Director and Chairman of TS TECH DEUTSCHLAND GmbH</p> <p>June 2016 Director; Director and Chairman of TS TECH DEUTSCHLAND GmbH</p> <p>June 2017 Managing Director; Director and Chairman of TS TECH DEUTSCHLAND GmbH</p> <p>Apr. 2020 Managing Director and Corporate Sales and Purchasing Division Executive General Manager</p> <p>June 2020 Senior Managing Director (Representative Director), Corporate Sales and Purchasing Division Executive General Manager, Risk Management Officer</p> <p>Apr. 2021 Representative Director, Senior Managing Director, Risk Management Officer</p> <p>June 2021 Representative Director, Senior Managing Director, Risk Management Officer</p> <p>Apr. 2024 Director (current position) (Scheduled to resign on June 21, 2024)</p> <p>[Reasons for nomination] The candidate has a high level of expertise and insight in each area, and has been involved in sales activities for new customers based on his experience in the development area and overseas, as well as his high management skills as the representative director of TS TECH Co., Ltd. and the Company nominates him as candidate for Director to improve management and enhance corporate value.</p>	- shares

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
2	Hideyuki Miyamoto (January 25, 1961) Reelection	<p>Apr. 1984 Joined the Company</p> <p>Apr. 2006 Manager, R&D Department, Development Division</p> <p>Apr. 2010 Branch Manager of Hiroshima Branch Office, Sales Division</p> <p>Apr. 2016 Executive Officer</p> <p>June 2016 In charge of Sales, Electronics and Electric Equipment Division</p> <p>May 2017 In charge of Sales, Electronics Division</p> <p>Apr. 2019 In charge of Sales and in charge of Operational Project, Electronics Division</p> <p>Apr. 2021 In charge of Operational Projects and Sales, Electronics Business Division</p> <p>Apr. 2022 Deputy-General Manager of Electronic Business Division, in charge of Sales and Project Management</p> <p>June 2022 Director and Executive Officer (current position)</p> <p>Apr. 2024 General Manager of Electronic Business Division (current position)</p> <p>[Reasons for the nomination] The Company once again nominates Hideyuki Miyamoto as candidate for Director for his extensive experience and expertise in sales field of Electronics Division.</p>	9,120 shares
3	Tatsuya Hagimoto (July 31, 1970) New election	<p>Apr. 1991 Joined TS TECH Co., Ltd.</p> <p>Apr. 2016 Stationed at TS TECH AMERICAS, INC.</p> <p>Apr. 2020 General Manager of Accounting Department, Corporate Business Administration Division</p> <p>Apr. 2021 Operating Officer (current position); Deputy Executive General Manager of Corporate Business Administration Division, General Manager of Accounting Department</p> <p>Apr. 2023 Managing Executive Officer of the Company (current position); in charge of accounting, Management Division</p> <p>Apr. 2024 General Manager of Management Division of the Company; Supervisor of Compliance/Domestic & Overseas Subsidiaries (current position)</p> <p>[Major concurrent positions held] Operating Officer, TS TECH Co., Ltd.</p> <p>[Reasons for nomination] He has a high level of expertise backed by a wealth of knowledge and experience in accounting in Japan and overseas, and is nominated as a candidate for the position of Director in order to strengthen the Company's accounting and administration divisions as a whole.</p>	- shares

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
4	Yutaka Kizawa (October 11, 1971) New election	<p>Apr. 1994 Joined TS TECH Co., Ltd.</p> <p>Apr. 2015 General Manager of Development & Testing Department</p> <p>Apr. 2018 Stationed at TS TECH AMERICAS, INC.</p> <p>Apr. 2019 Stationed at TS TECH AMERICAS, INC. (Councilor)</p> <p>Apr. 2021 Operating Officer (current position)</p> <p> Managing Executive Officer of the Company (current position)</p> <p> In charge of Seat and Electric Equipment Business Division</p> <p>Apr. 2022 Supervising Seat and Electric Equipment Business Division; in charge of Business Affairs/LPL; General Manager of LPL Office</p> <p>Apr. 2024 General Manager of Seat and Electric Equipment Business Division (current position)</p> <p>[Major concurrent positions held] Executive Officer, TS TECH Co., Ltd.</p> <p>[Reasons for nomination] He has a high level of expertise, backed by extensive knowledge and experience in the development field, and is being nominated as a director candidate to strengthen the Company's seating and electric equipment business.</p>	- shares
5	Takamitsu Sakurai (March 17, 1963) Reelection	<p>Apr. 1985 Joined the Company</p> <p>June 1998 Seconded to Imasen Bucyrus Technology Inc.</p> <p>Mar. 2005 General Manager of Design Department (Tochigi Office)</p> <p>June 2005 General Manager of Tochigi Design Department, Development Division</p> <p>Oct. 2007 General Manager of Gifu Plant, Manufacturing Division 2</p> <p>June 2011 General Manager of Nagoya Plant, Manufacturing Division 1</p> <p>Apr. 2016 Executive Officer</p> <p> General Manager of Nagoya Plant and Gifu Plant, Manufacturing Division</p> <p>June 2016 In charge of Manufacturing for Seat Division</p> <p>May 2017 Supervisor of Business Affairs and Manufacturing for Seat and Electric Equipment Division</p> <p>June 2017 Director and Executive Officer</p> <p> General Manager of Seat and Electric Equipment Division</p> <p>Apr. 2019 Supervisor of Global R&D Center</p> <p>June 2019 President and Representative Director, Chief Operating Officer (current position)</p> <p>Apr. 2021 General Manager of New Business Development Division</p> <p>Apr. 2024 Supervisor of Internal Control Promotion Office, Business Development Division, Business Planning (current position)</p> <p>[Reasons for the nomination] The Company once again nominates Takamitsu Sakurai as candidate for Director for his management experience in the development, design and manufacturing fields, along with practical experience at the Company's overseas subsidiaries, which will enable him to enhance our corporate value by utilizing such extensive experience in overall management and global expertise for the Company's management.</p>	57,669 shares

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
6	Shuichi Horibe (December 10, 1965) Reelection	<p>Mar. 1988 Joined the Company</p> <p>Apr. 2013 General Manager of Production Engineering Department, Development Division</p> <p>Apr. 2016 Executive Officer</p> <p>June 2016 In charge of Production Engineering and Quality Assurance for Administrative Control Division</p> <p>May 2017 Director and President of Imasen Bucyrus Technology Inc.</p> <p>June 2021 Director and Executive Officer (current position)</p> <p>Apr. 2022 General Manager of Global Management Business Division, and Supervisor of Domestic and Overseas Affiliate Companies</p> <p>Apr. 2023 General Manager of Global Management Business Division, Supervisor of Domestic and Overseas Affiliate Companies and ESG, and Supervisor of Manufacturing and Production Technology for Seat and Electric Equipment Business Division</p> <p>Apr. 2024 Deputy General Manager of Seat and Electric Equipment Business Division, Supervisor of Risk Management, Supervisor of Manufacturing /Production Engineering/Product Planning/Purchasing (current position)</p> <p>[Reasons for the nomination] The Company once again nominates Shuichi Horibe as candidate for Director for his extensive experience in both domestic and overseas manufacturing fields as well as his insight in global business management gained in the management of overseas subsidiaries.</p>	14,289 shares
7	Kyoichi Kameyama (May 12, 1958) Reelection Outside Independent	<p>Apr. 1984 Joined Kawasaki Steel Corporation</p> <p>Apr. 2013 Vice President of JFE Steel Corporation</p> <p>July 2015 Outside Director of JSW Steel Limited (India)</p> <p>Apr. 2016 Senior Vice President of JFE Steel Corporation</p> <p>Dec. 2017 Representative Director and President of Human Resources Innovation Inc. (current position)</p> <p>Mar. 2018 Senior Advisor of NAKATA COATING CO., LTD</p> <p>Nov. 2019 Advisor of Blue innovation Co., Ltd.</p> <p>Oct. 2020 Advisor of Ghelia Inc.</p> <p>June 2021 Outside Director of the Company (current position)</p> <p>July 2022 Representative Director and President of NAKATA COATING CO., LTD. (current position)</p> <p>Oct. 2022 Advisor of KINKIMETAL CO., LTD. (current position)</p> <p>[Significant concurrent positions outside the Company] Representative Director and President of Human Resources Innovation Inc. Representative Director and President of NAKATA COATING CO., LTD. Advisor of KINKIMETAL CO., LTD.</p> <p>[Reasons for the nomination and overview of the expected role] The Company once again nominates Kyoichi Kameyama as candidate for Outside Director for his ability to offer advice about the Seat business and new businesses and properly oversee the Company's management and business execution from a practical and objective perspective based on his extensive expertise on manufacturing gained through many years of management in the steel industry.</p>	2,608 shares

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
8	Ryuhei Murayama (October 8, 1958) Reelection Outside Independent	<p>Apr. 1984 Joined Japan Petroleum Exploration Co., Ltd.</p> <p>June 2015 Executive Officer</p> <p>June 2016 President of Middle East, Africa and Europe Business Division</p> <p>Apr. 2022 Assistant to President of Overseas Business Division 1 (commissioned by the President)</p> <p>Jan. 2023 Project Researcher of Presidential Endowed Chair for MbSC2030, the University of Tokyo (current position)</p> <p>June 2023 Outside Director of the Company (current position)</p> <p>[Significant concurrent positions outside the Company] Project Researcher of Presidential Endowed Chair for MbSC2030, the University of Tokyo</p> <p>[Reasons for the nomination and overview of the expected role] We have nominated him as a candidate for Outside Director again because we believe he will provide a broad range of advice and appropriate oversight of the Company's management and business operations from a practical and objective perspective based on his deep insight gained through many years of management in the natural resource development industry.</p>	696 shares
9	Yoshiko Hamazaki (March 27, 1962) New election Outside Independent	<p>Apr. 1982 Joined Matsushita Electric Industrial Co., Ltd.</p> <p>Apr. 2003 Deputy General Manager, Panasonic Center Tokyo (Councilor)</p> <p>Apr. 2005 General Manager, Panasonic Center Osaka</p> <p>Apr. 2008 General Manager, Panasonic Center Osaka (Director)</p> <p>Apr. 2014 Panasonic Corporation General Manager, Panasonic Center Tokyo</p> <p>Oct. 2017 Member of the Cultural and Olympic Heritage Committee, International Olympic Committee</p> <p>Feb. 2019 Japan Olympic Committee Director, Japan Olympic Museum</p> <p>Oct. 2021 Panasonic Corporation Brand Communication Sector</p> <p>Jan. 2022 Joined COMSYS Mobile Corporation Deputy General Manager, Business Administration Department, supervising Kansai region; Manager, Corporate Planning Department; Manager, BU Strategic Planning Section, IoT System Division (current position)</p> <p>[Major concurrent positions held] Deputy General Manager, Business Administration Department, supervising the Kansai region; Manager, Corporate Planning Department; Manager, BU Strategic Planning Section, IoT System Division of the COMSYS Mobile Corporation</p> <p>[Reasons for nomination] We nominated her as a candidate for Outside Director because we believe that she will provide a broad range of advice and appropriate supervision of the management and business operations of the Company from a practical and objective perspective based on her deep insight into enhancing corporate value that she has cultivated through her many years of corporate branding activities.</p>	- shares

- Notes
1. There is no special interest between any of the candidates and the Company.
 2. Kyoichi Kameyama, Ryuhei Murayama and Yoshiko Hamazaki are candidates for Outside Director.
 3. At the conclusion of this meeting, Kyoichi Kameyama and Ryuhei Murayama will have served as Outside Directors of the Company for three years and one year, respectively.
 4. The Company has entered into an agreement with Kyoichi Kameyama and Ryuhei Murayama to limit their liability under Article 423, Paragraph (1) of the Companies Act to the minimum liability amount prescribed by laws and regulations, and the Company plans to renew the agreement with them upon their re-election. If Yoshiko Hamazaki is elected, the Company plans to enter into a similar agreement with her.
 5. The Company has entered into a directors and officers liability insurance policy with an insurance company, as stipulated in Article 430-3, paragraph (1) of the Companies Act to cover losses that may arise from the insured's assumption of liability incurred in the course of the execution of duties or receipt of claims pertaining to the pursuit of such liability. If each of the candidates is reelected or elected, as applicable, they will be named as the insured under the insurance policy. The Company bears all insurance premiums for the insurance policy. The term of the insurance policy is one year, and will be renewed with the same conditions at the next renewal.
 6. The Company has notified the Tokyo Stock Exchange, Inc. and the Nagoya Stock Exchange, Inc. that Kyoichi Kameyama and Ryuhei Murayama have been designated as independent officers as provided for by the aforementioned exchanges. Yoshiko Hamazaki meets the requirements for an independent officer as provided for by the Tokyo Stock Exchange, Inc. and the Nagoya Stock Exchange, Inc., and the Company plans to submit notification to the aforementioned stock exchanges regarding her appointment as an independent officer.

The selection reasons for each skill in the skill matrix of the next page are as follows.

Skill		Selection reason
Common skills	Corporate management	The Company established its nine-year “Medium- and Long-term Management Plan 2029 -Trust & Challenge-” in FY2021, and is working on management towards further innovation and growth in the company. To carry this out properly, we judge that the abilities to deeply understand the new management philosophy of “By being a ‘Reliable company’ that ‘Continues to challenge,’ we will become ‘Company of choice for society,’” read the changes in the management environment, and establish strategies and policies through back-casting thinking from a long-term perspective are required, and have selected these as the common skills required of all Directors.
	Sustainability	In the “Medium- and Long-term Management Plan 2029,” the company’s goal is “business transformation for sustainable growth” through evolution of corporate culture based on the promotion of “ESG (environment, social contribution and governance) Management.” To achieve this, we will strongly promote “ISP (Imasen Sustainable Plan) 2030,” which has been developed as an ESG measure since 2021 based on the concept of CSV (Creating Shared Value). We conclude that the abilities to implement environmental management, societal contribution and corporate governance are required, and have selected these skills as common skills required of all Directors.
Specialist skills	Sales/ marketing	In the “Medium- and Long-term Management Plan 2029,” along with strengthening the earnings structure of the Seat Business, we aim to expand the Electrical Business, in which we expect considerable growth in the future, and, moreover, create a new business that will be our third pillar. To that end, we conclude that the ability to strengthen relations with clients and pioneer new businesses by discovering market needs, etc. is required, and have selected this as a specialist skill.
	Finance/ accounting	The Company group (the “Group”) has multiple affiliated companies and locations in Japan and overseas, and a wide range of business areas beyond automobile-related businesses. We conclude that, in order to realize the future growth of the Group, the ability to formulate structures to control management figures appropriately, and at the same time formulate financial strategies, is required, and have selected this as a specialist skill.
	Risk management	Looking back on the recent business environment, there are increasing opportunities to face various risks including financial crises, natural disasters such as earthquakes and epidemics, and supply chain disruptions. We foresee situations like these occurring at some level of frequency into the future, and, from the perspective of our business continuity plan (BCP), conclude that the ability to perform appropriate risk management and implement strong corporate character is required, and have selected this as a specialist skill.
	Design/R&D	In the “Medium- and Long-term Management Plan 2029,” along with strengthening the earnings structure of the Seat Business, we aim to expand the Electrical Business, in which we expect considerable growth in the future, and, moreover, create a new business that will be our third pillar. In order to achieve this, we conclude that the ability to formulate product development and design strategies in line with management policies and to promote the accumulation and enhancement of technical expertise is required, and have selected this as a specialist skill.
	Manufacturing	Most of the Group’s business fields are in manufacturing. In order to satisfy our customers by providing a wide range of products and to grow as a company of choice for society, we conclude that the ability to build manufacturing systems that offer high quality, low cost, and optimal supply networks is required, and have selected this as a specialist skill.
	Business strategy	In the “Medium- and Long-term Management Plan 2029,” we aim to achieve a three pillar business structure with good balance in scale of business among the Seat Business, the Electrical Business, and New Business sectors. We conclude that the requirements to achieve this are industry knowledge and experience necessary for each business sector and the ability to formulate strategies to expand assigned businesses sectors and reform these businesses while utilizing digital transformation (DX), which is expected to increase in significance. Hence, we have selected these as specialist skills.

[Reference] Skill Matrix of Directors

Based on the “Board of Directors Skill Matrix,” which clarifies the requirements for Directors derived from the Company’s management philosophy and policies, the Company aims to ensure a balance of knowledge, experience, and abilities and diversity in the composition of the Board of Directors as a whole.

Candidate No.	Name	Gender	Current position and responsibilities in the Company
1	Kenichi Hasegawa New election	Male	President and Representative Director Supervisor of Internal Control Promotion Office, Business Development Division, Business Planning
2	Hideyuki Miyamoto Reelection	Male	Director and Managing Executive Officer General Manager of Electronic Business Division
3	Tatsuya Hagimoto New election	Male	Director and Managing Executive Officer General Manager of Management Division, Compliance Officer Supervisor of Domestic & Overseas Subsidiaries
4	Yutaka Kizawa New election	Male	Director and Managing Executive Officer General Manager of Seat and Electric Equipment Business Division
5	Takamitsu Sakurai Reelection	Male	Director and Executive Officer Assistant to President
6	Shuichi Horibe Reelection	Male	Director and Executive Officer Deputy General Manager of Seat and Electric Equipment Business Division, Risk Management Officer Supervisor of Manufacturing/Production Engineering/Product Planning/Purchasing
7	Kyoichi Kameyama Reelection Outside Independent	Male	Outside Director
8	Ryuhei Murayama Reelection Outside Independent	Male	Outside Director
9	Yoshiko Hamazaki New election Outside Independent	Female	Outside Director

Note 1: The below indicates the skills that are particularly desirable in each candidate and is not an indication of all of the skills possessed by the candidate.

Note 2: Regarding the “Business Strategy” under Specialist skills, the business areas for which each Director is in charge are listed in parentheses.

	Candidate No.	Common skills		Specialist skills (up to 4 skills especially expected)					
		Corporate management	Sustainability	Sales/ marketing	Finance/ accounting	Risk management	Design/ R&D	Manufacturing	Business strategy
	1	○	○	○		○		○	○ (Overall)
	2	○	○	○					○ (Electronics)
	3	○	○		○	○			○ (Administration)
	4	○	○	○			○		○ (Seat and Electric Equipment)
	5	○	○	○			○	○	○ (Overall)
	6	○	○		○	○		○	○ (Seat and Electric Equipment)
	7	○	○			○		○	○ (Overall)
	8	○	○			○	○		○ (Overall)
	9	○	○	○					○ (Overall)

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

At the conclusion of this meeting, the term of office of Audit & Supervisory Board Member Tomochika Okuda will expire.

Therefore, the Company proposes the election of one Audit & Supervisory Board Member.

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

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

Name (Date of birth)	Career summary, position in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
Tomochika Okuda (January 11, 1966) Reelection	<div>Feb. 1991 Joined the Company</div> <div>June 2011 General Manager, Accounting Department</div> <div>Apr. 2016 Executive Officer</div> <div>June 2016 In charge of General Affairs, Accounting, Secretary's Office and Internal Control Promotion Office, Administrative Control Division</div> <div>May 2017 In charge of General Affairs, Accounting and Internal Control, Administrative Control Division</div> <div>Apr. 2020 In charge of Internal Control, Administrative Control Division</div> <div>June 2020 Full-time Audit & Supervisory Board member (current position)</div> <div>[Reason for nomination] Tomochika Okuda is nominated as a candidate for the position of Audit & Supervisory Board member because his extensive knowledge and experience in general affairs, accounting and internal auditing, including management, and his performance as an Audit & Supervisory Board member will be utilized in the Company's audit framework.</div>	3,947 shares

- Notes: 1. There is no special interest between the candidate and the Company.
2. The company has entered into an agreement with Tomochika Okuda to limit his liability under Article 423, paragraph (1) of the Companies Act to the minimum liability amount stipulated by laws and regulations, and if he is reelected the Company plans to renew the agreement with him.
3. The Company has entered into a directors and officers liability insurance policy with an insurance company, as stipulated in Article 430-3, paragraph (1) of the Companies Act to cover losses that may arise from the insured's assumption of liability incurred in the course of the execution of duties or receipt of claims pertaining to the pursuit of such liability. If Tomochika Okuda is elected, he will be named as the insured under the insurance policy. The Company bears all insurance premiums for the insurance policy. The term of the insurance policy is one year, and will be renewed with the same conditions at the next renewal.