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(Stock Exchange Code 6013)

June 4, 2025

(Commencement Date of Electronic Provision Measures: June 3, 2025)

To Shareholders with Voting Rights:

Kunio Hamada
President and CEO
TAKUMA CO., LTD.
2-2-33, Kinrakuji-cho, Amagasaki, Hyogo,
Japan

NOTICE OF CONVOCAION OF THE 121ST ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

Please be informed that the 121st Annual General Meeting of Shareholders of TAKUMA CO., LTD. (the “Company”) will be held for the purposes as described below.

In convening this General Meeting of Shareholders, the Company has taken electronic measures to provide information contained in the Reference Documents for the General Meeting of Shareholders, etc. (the “Matters to be Provided Electronically”). The Matters to be Provided Electronically are posted on the following website on the Internet.

The Company’s website https://www.takuma.co.jp/english/investor/stock/shareholders_meeting.html

In addition to the above, the Matters to be Provided Electronically are also available on the Tokyo Stock Exchange (TSE) website. Please access the TSE website (Listed Company Search) below, enter and search for the issue name “Takuma” or securities code “6013”, and select “Basic information” followed by “Documents for public inspection/PR information” to review.

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

Other than the above, the Matters to be Provided Electronically are also posted on the following website on the Internet.

“Net de Shoshu (online convocation)” service <https://s.srdb.jp/6013/> (Japanese only)

If you do not attend this General Meeting of Shareholders, you may exercise your voting rights via mail or the Internet, as described on pages 3 and 4. After reviewing the attached Reference Documents for the General Meeting of Shareholders, please exercise your voting rights.

- 1. Date and Time:** Wednesday, June 25, 2025 at 10:00 a.m. Japan time
(Reception begins at 9:30 a.m. Japan time)
- 2. Place:** Training Room, 2nd Floor, Takuma Bldg. (New Takuma Building)
2-2-33, Kinrakuji-cho, Amagasaki, Hyogo, Japan
- 3. Agenda of the Meeting:**
- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements for the Company's 121st Fiscal Year (April 1, 2024 - March 31, 2025)
 2. The results of audits by the Accounting Auditor and the Audit & Supervisory Committee of the Consolidated Financial Statements for the Company's 121st Fiscal Year
- Matters for resolution:**
- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of Six (6) Directors (excluding Audit & Supervisory Committee Members)
- Proposal 3:** Election of Two (2) Directors who are Audit & Supervisory Committee Members

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- ◎ When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
 - ◎ On the day of the meeting, representatives of the Company will be dressed in light attire ("Cool Biz").
 - ◎ The Materials for the General Meeting of Shareholders (the Reference Documents for the General Meeting of Shareholders, the Business Report, the Consolidated Financial Statements, the Non-consolidated Financial Statements, and the Audit Report), which were previously sent to shareholders in writing, are now provided on the website in accordance with the enforcement of the electronic provision measures under the revised Companies Act. Please access the URLs on page 1 of this Notice of Convocation to review the materials. This Notice of Convocation also includes the Reference Documents for the General Meeting of Shareholders, the Business Report, the Consolidated Financial Statements, and a part of the Non-consolidated Financial Statements so that you can review the main points of the materials in hand.
 - ◎ Pursuant to laws and regulations and the Company's Articles of Incorporation, the Company has been sending documents stating the Matters to be Provided Electronically to shareholders requested to deliver written documents by the record date. However, the documents do not include the following items pursuant to the provisions of Article 17, Paragraph 2 of the Company's Articles of Incorporation. Accordingly, such documents are a part of the documents audited by the Audit & Supervisory Committee and the Accounting Auditor in preparing their audit reports.
 - "Basic Policy for Building Internal Control System and Outline of Operating Status of the System" in the Business Report
 - "Notes to the Consolidated Financial Statements" in the Consolidated Financial Statements
 - "Notes to the Non-consolidated Financial Statements" in the Non-consolidated Financial Statements

If you are a shareholder who wishes to receive written materials in the future but still needs to complete the procedures for requesting the delivery of written materials, please submit your request by the record date. For more information on the procedures for requesting the delivery of written documents, please contact Mizuho Trust & Banking Co., Ltd., the shareholder registry administrator, or your securities company.

- ◎ Should the Matters to be Provided Electronically require revisions, the revised versions will be posted on each website above.

Guide to Video Distribution after the Meeting

For shareholders who were unable to attend this Annual General Meeting of Shareholders, we will stream a part of the Meeting on the Company's website at a later date.

The Company's website: https://www.takuma.co.jp/investor/stock/shareholders_meeting.html

Guide to Exercising Voting Rights

The right to vote at the General Meeting of Shareholders is an important right of all shareholders. Please review the attached Reference Documents for the General Meeting of Shareholders before exercising your voting rights.

The three methods for voting at the General Meeting of Shareholders are as follows.

1. Exercise of Voting Rights by Attendance at the General Meeting of Shareholders

Date and time	Place
Wednesday, June 25, 2025 at 10:00 a.m. Japan time	Training Room, 2nd Floor, Takuma Bldg. (New Takuma Building) 2-2-33, Kinrakuji-cho, Amagasaki, Hyogo, Japan

Please bring the enclosed Voting Rights Exercise Form and submit it to the reception desk on the day of the meeting.

* Representatives of the Company will be dressed in light attire (“Cool Biz”).

2. Exercise of Voting Rights by Mail

Deadline for receiving votes is 5:00 p.m. on Tuesday, June 24, 2025 Japan time

Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return in the mail. No indication of approval or disapproval for each proposal on the Voting Rights Exercise Form will be treated as votes of approval.

3. Exercise of Voting Rights via the Internet

Deadline for exercising voting rights is 5:00 p.m. on Tuesday, June 24, 2025 Japan time

Please input your vote for or against the proposals on the Voting Rights Exercise website.

- * In the event that voting rights are exercised both by mail and via the Internet, the vote cast via the Internet shall be deemed valid.
- * If votes are cast multiple times via the Internet, the most recent vote cast shall be deemed valid.
- * Depending on the Internet usage environment, subscribed services, or device models, the Voting Rights Exercise website may not be available.
- * Connection fees, telecommunications fees, and other expenses incurred when utilizing the Voting Rights Exercise website shall be borne by the shareholder.

Guide to Exercising Voting Rights via the Internet

1. Exercising voting rights by entering your voting rights exercise code (ID) and password

Voting Rights Exercise Website: <https://soukai.mizuho-tb.co.jp/>

- (1) Please access the Voting Rights Exercise Website.
- (2) Enter the voting rights exercise code printed on the Voting Rights Exercise Form.
- (3) Next, enter the password printed on the Voting Rights Exercise Form.
- (4) Follow the on-screen instructions to enter your vote for or against the proposals.

2. Exercising voting rights via “Smart Voting” using QR Codes on smartphones

Login to the Voting Rights Exercise Website without the voting rights exercise code or password.

- (1) Please scan the QR code* printed at the lower right of the Voting Rights Exercise Form.
- (2) Follow the on-screen instructions to enter your vote for or against the proposals.

* “QR code” is a registered trademark of DENSO WAVE INCORPORATED.

Exercising your voting rights using “Smart Voting” is limited to one time

If you wish to revise your vote after exercising your voting rights by “Smart Voting,” please access the desktop website and login by entering your voting rights exercise code and password printed on the Voting Rights Exercise Form to recast your vote.

* Scanning the QR code again will transfer you to the desktop website.

For inquiries regarding how to use the Voting Rights Exercise website and Smart Voting, please call the number below.

Internet Help, Stock Transfer Agency Department, Mizuho Trust & Banking Co., Ltd.

Toll-free (within Japan): 0120-768-524 (Reception hours: 9:00 to 21:00 (Except for year-end and New Year’s holidays))

(Electronic Voting System Platform)

If an application has been made in advance, nominee shareholders such as custodian banks (including standing proxies) may use the “Electronic Voting System Platform” managed by ICJ, Inc.

Reference Documents for the General Meeting of Shareholders

Proposals and references

Proposal 1: Appropriation of Surplus

In comprehensive consideration of business results, etc., the Company proposes to pay year-end dividends for the fiscal year under review as follows.

Items related to the year-end dividend

(1) Type of dividend property

Cash

(2) Items related to the allocation of dividend property to shareholders and its total amount

39 yen per common share

Total amount of 2,980,022,682 yen

(3) Effective date of distribution of surplus

June 26, 2025

Additionally, if this Proposal is approved as originally proposed, annual dividends, including interim dividends, will be 67 yen per share.

Proposal 2: Election of Six (6) Directors (excluding Audit & Supervisory Committee Members)


The terms of office of all six (6) Directors (excluding Audit & Supervisory Committee Members) will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of six (6) Directors (excluding Audit & Supervisory Committee Members) is proposed.


Additionally, upon considering this Proposal, the Audit & Supervisory Committee has reported that the procedures and content related to its determination are appropriate.

The candidates for Director (excluding Audit & Supervisory Committee Members) are as follows.

No.	Name	Posts, responsibility in the Company and significant concurrent positions	Attendance at Board of Directors meetings (Fiscal 2024)
1	Kunio Hamada Re-election	President and Representative Director & Chief Executive Officer	18 out of 18 meetings (100%)
2	Hiroaki Nanjo Re-election	Director & Chairman Executive Officer	18 out of 18 meetings (100%)
3	Tsuyohito Nishiyama Re-election	Director & Executive Vice President Executive Manager of Corporate Marketing Group and Executive Manager of Business Administration Division	18 out of 18 meetings (100%)
4	Hideki Takeguchi Re-election	Director & Executive Vice President Executive Manager of Engineering Group and Executive Manager of Management Center	18 out of 18 meetings (100%)
5	Koji Tanaka Re-election	Director & Managing Executive Officer Executive Manager of International Division, Corporate Marketing Group	18 out of 18 meetings (100%)
6	Hiroshi Oishi Re-election	Director & Managing Executive Officer Executive Manager of Corporate Services Division and Executive Manager of Compliance & CSR Promotion Division	18 out of 18 meetings (100%)


(Note) In addition to the number of Board of Directors meetings shown above, there was one written resolution deemed a resolution of the Board of Directors.


No.	Name (Date of birth)	Career summary, post, responsibility in the Company and significant concurrent positions		Number of Company's shares owned
1	 <p>Kunio Hamada (Feb. 9, 1965) <u>Re-election</u></p>	<p>July 1990 April 2012</p> <p>June 2013 April 2018</p> <p>April 2021</p> <p>June 2021 April 2022 April 2025</p>	<p>Joined the Company</p> <p>Deputy General Manager of Cost Control & Project Administration Department, Management Center, Engineering Group</p> <p>General Manager of Cost Control & Project Administration Department, Management Center, Engineering Group</p> <p>Executive Officer Deputy Executive Manager of Corporate Planning & Administration Division and General Manager of Corporate Planning Department</p> <p>Executive Manager of Corporate Planning & Administration Division</p> <p>Director & Executive Officer Director & Managing Executive Officer President and Representative Director & Chief Executive Officer (up to the present)</p>	20,124 shares
<p>[Reasons for nomination as a candidate for Director]</p> <p>Mr. Kunio Hamada has mainly been engaged in the engineering division and cost management division, and was previously responsible for finance and formulation and implementation of corporate plans as Managing Executive Officer and Executive Manager of the Corporate Planning & Administration Division. He currently supervises the overall management of the Company as Chief Executive Officer. He possesses abundant experience and a wide range of knowledge regarding the operations and management of the Company.</p> <p>The Company proposes his re-appointment as a candidate for Director as it expects that he will play an appropriate role in determining important management matters and management supervision for the sustainable improvement of the corporate value of the Group utilizing this experience and knowledge.</p>				

No.	Name (Date of birth)	Career summary, posts, responsibility in the Company and significant concurrent positions		Number of Company's shares owned
2	 Hiroaki Nanjo (Nov. 21, 1959) <u>Re-election</u>	April 1982	Joined the Company	76,401 shares
		April 2009	General Manager of Environmental Engineering Department 1, Project Center, Engineering Group	
		September 2010	General Manager of Energy Engineering Department 1, Project Center, Engineering Group	
		April 2013	Executive Officer of the Company Deputy Executive Manager of Project Center, Engineering Group and General Manager of Energy Engineering Department 1	
		April 2014	Executive Manager of Project Center, Engineering Group	
		June 2015	Director & Executive Officer of the Company	
		April 2016	Director & Managing Executive Officer of the Company Executive Manager of Engineering Group and Executive Manager of Management Center	
		April 2018	Director & Senior Managing Executive Officer	
		April 2019	President and Representative Director & Chief Executive Officer	
		April 2025	Director & Chairman Executive Officer (up to the present)	
<p>[Reasons for nomination as a candidate for Director]</p> <p>Mr. Hiroaki Nanjo has mainly been engaged in the Planning Technology Division, and currently serves as Chairman Executive Officer after serving as a Director & Senior Managing Executive Officer and Executive Manager of the Engineering Group that supervises the overall technology and Chief Executive Officer, supervising the overall management of the Company. He possesses abundant experience and knowledge regarding the operations and management of the Company.</p> <p>The Company proposes his re-appointment as a candidate for Director as it expects he will play an appropriate role in determining important management matters and management supervision for the sustainable improvement of the corporate value of the Group utilizing this experience and knowledge.</p>				

No.	Name (Date of birth)	Career summary, post, responsibility in the Company and significant concurrent positions		Number of Company's shares owned
3	 Tsuyohito Nishiyama (Apr. 23, 1961) <u>Re-election</u>	April 1985 April 2012 April 2014 April 2015 April 2016 June 2016 April 2018 April 2019 April 2025	Joined the Company General Manager of Project Administration Department 1, Business Administration Division, Corporate Marketing Group General Manager of Corporate Planning Department, Corporate Planning & Administration Division Executive Officer of the Company Deputy Executive Manager of Corporate Planning & Administration Division and General Manager of Corporate Planning Department Executive Manager of Corporate Planning & Administration Division Director & Executive Officer of the Company Director & Managing Executive Officer Director & Senior Managing Executive Officer Executive Manager of Corporate Marketing Group and Executive Manager of Business Administration Division (up to the present) Director & Executive Vice President (up to the present)	36,486 shares
<p>[Reasons for nomination as a candidate for Director]</p> <p>Mr. Tsuyohito Nishiyama has mainly been engaged in the Business Administration Division, the Marketing Division, and the Corporate Planning & Administration Division, and currently serves as Executive Vice President and Executive Manager of Corporate Marketing Group that supervises overall marketing. He possesses abundant experience and knowledge regarding the operations and management of the Company.</p> <p>The Company proposes his re-appointment as a candidate for Director as it expects that he will play an appropriate role in determining important management matters and management supervision for the sustainable improvement of the corporate value of the Group utilizing this experience and knowledge.</p>				

No.	Name (Date of birth)	Career summary, post, responsibility in the Company and significant concurrent positions	Number of Company's shares owned
4	 <p>Hideki Takeguchi (Mar. 4, 1962) <u>Re-election</u></p>	<p>April 1985 Joined the Company</p> <p>April 2012 Deputy General Manager of Environmental Engineering Department 1, Project Center, Engineering Group</p> <p>April 2014 General Manager of Environmental Engineering Department 1, Project Center, Engineering Group</p> <p>April 2015 Executive Officer of the Company Deputy Executive Manager of Project Center, Engineering Group and General Manager of Environmental Engineering Department 1</p> <p>April 2016 Executive Manager of Project Center, Engineering Group</p> <p>June 2016 Director & Executive Officer of the Company</p> <p>April 2018 Director & Managing Executive Officer</p> <p>April 2019 Director & Senior Managing Executive Officer Executive Manager of Engineering Group and Executive Manager of Management Center (up to the present)</p> <p>April 2025 Director & Executive Vice President (up to the present)</p>	36,571 shares
<p>[Reasons for nomination as a candidate for Director]</p> <p>Mr. Hideki Takeguchi has mainly been engaged in the Planning Technology Division, and currently serves as Executive Vice President and Executive Manager of the Engineering Group that supervises the overall technology. He possesses abundant experience and knowledge regarding the operations and management of the Company.</p> <p>The Company proposes his re-appointment as a candidate for Director as it expects that he will play an appropriate role in determining important management matters and management supervision for the sustainable improvement of the corporate value of the Group utilizing this experience and knowledge.</p>			

No.	Name (Date of birth)	Career summary, post, responsibility in the Company and significant concurrent positions		Number of Company's shares owned
5	 <p>Koji Tanaka (Jun. 15, 1962) <u>Re-election</u></p>	<p>April 1986 Joined the Company</p> <p>April 2009 Deputy General Manager of European Operations Department, Corporate Planning & Administration Division</p> <p>August 2011 General Manager of Corporate Planning Department, Corporate Planning & Administration Division</p> <p>April 2014 General Manager of Human Resources Department, Corporate Services Division</p> <p>April 2017 Executive Officer of the Company Executive Manager of Compliance & CSR Promotion Division, Executive Manager of Corporate Services Division and General Manager of Legal Affairs Department</p> <p>June 2017 Director & Executive Officer</p> <p>April 2018 Executive Manager of Compliance & CSR Promotion Division and Executive Manager of Corporate Services Division</p> <p>April 2021 Director & Managing Executive Officer (up to the present) Executive Manager of International Division, Corporate Marketing Group and Executive Manager of Compliance & CSR Promotion Division</p> <p>June 2021 Executive Manager of International Division, Corporate Marketing Group (up to the present)</p>		26,393 shares
<p>[Reasons for nomination as a candidate for Director]</p> <p>Mr. Koji Tanaka has mainly been engaged in the Information Systems Division, neutral divisions such as human resources, Corporate Planning & Administration Division, and overseas business management division, and currently serves as a Managing Executive Officer and Executive Manager of the International Division of Corporate Marketing Group responsible for overseas business. He possesses abundant experience and knowledge regarding the operations and management of the Company.</p> <p>The Company proposes his re-appointment as a candidate for Director as it expects that he will play an appropriate role in determining important management matters and management supervision for the sustainable improvement of the corporate value of the Group utilizing this experience and knowledge.</p>				

No.	Name (Date of birth)	Career summary, post, responsibility in the Company and significant concurrent positions	Number of Company's shares owned
6	 <p>Hiroshi Oishi (Feb. 28, 1965) <u>Re-election</u></p>	<p>April 1988 Joined The Dai-Ichi Kangyo Bank, Ltd. (currently Mizuho Bank, Ltd.)</p> <p>January 2008 Deputy General Manager of Human Resources Department, Mizuho Securities Co., Ltd.</p> <p>January 2013 Deputy General Manager of Corporate Planning Department</p> <p>April 2013 General Manager of Securities & Trust Promotion Department, Mizuho Bank, Ltd.</p> <p>April 2016 General Manager of Customer Service Department and General Manager of Management Department, Mizuho Financial Group, Inc.</p> <p>August 2019 Executive Officer of the Company Deputy Executive Manager of Energy Plant Division, Corporate Marketing Group</p> <p>April 2021 Executive Manager, Corporate Services Division</p> <p>June 2021 Director & Executive Officer</p> <p>April 2023 Director & Managing Executive Officer (up to the present)</p> <p>April 2025 Executive Manager of Corporate Services Division and Executive Manager of Compliance & CSR Promotion Division (up to the present)</p>	15,318 shares
<p>[Reasons for nomination as a candidate for Director]</p> <p>Since joining The Dai-Ichi Kangyo Bank, Ltd. (currently Mizuho Bank, Ltd.), Mr. Hiroshi Oishi engaged in various operations at the bank and its group companies including deposits, money transfers, loans, currency exchange, business planning, human resources, and customer service. At the Company, he has engaged in product and service sales in the marketing division, and currently serves as Managing Executive Officer and Executive Manager of Corporate Services Division as well as Executive Manager of Compliance & CSR Promotion Division responsible for neutral divisions such as general affairs, human resources, legal affairs, and CSR. He possesses abundant experience and a wide range of knowledge regarding the operations and management of the Company.</p> <p>The Company proposes his re-appointment as a candidate for Director as it expects that he will play an appropriate role in determining important management matters and management supervision for the sustainable improvement of the corporate value of the Group utilizing this experience and knowledge.</p>			

(Notes)

1. There are no special interests between the candidates and the Company.
2. The number of Company shares owned by candidates for Director includes holdings as part of the Takuma Executive Shareholder Association.
3. Pursuant to Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance contract with an insurance company covering damages to be borne by the insured persons arising from shareholder derivative lawsuits, corporate litigations, and third-party litigations. Each candidate will be included as the insured under this insurance contract. The Company intends to renew the contract with the same details at the next renewal.

Proposal 3: Election of Two (2) Directors who are Audit & Supervisory Committee Members


The terms of office of Mr. Keizo Masugi and Ms. Tomomi Fujita, Directors who are Audit & Supervisory Committee Members, will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of two (2) Directors who are Audit & Supervisory Committee Members is proposed.


This proposal has gained approval from the Audit & Supervisory Committee.

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

No.	Name	Posts, responsibility in the Company and significant concurrent positions	Attendance at Board of Directors meetings (Fiscal 2024)	Attendance at Audit & Supervisory Committee meetings (Fiscal 2024)
1	Keizo Masugi Re-election	Director (Standing Audit & Supervisory Committee Member)	18 out of 18 meetings (100%)	19 out of 19 meetings (100%)
2	Tomomi Fujita Re-election Outside Independent	Director (Audit & Supervisory Committee Member) Partner of Innoventier Outside Director (Audit & Supervisory Committee Member) of TAIYO YUDEN CO., LTD. Vice President of Licensing Executive Society Japan Outside Auditor of STYLEM TAKISADA-OSAKA CO., LTD.	18 out of 18 meetings (100%)	19 out of 19 meetings (100%)

(Note) In addition to the number of Board of Directors meetings shown above, there was one written resolution deemed a resolution of the Board of Directors.

No.	Name (Date of birth)	Career summary, post, responsibility in the Company and significant concurrent positions	Number of Company's shares owned
1	 <p>Keizo Masugi (Jun. 29, 1964) [Re-election]</p>	<p>January 2001 Joined the Company</p> <p>April 2014 General Manager of Accounting Department, Corporate Planning & Administration Division</p> <p>April 2016 General Manager of Corporate Planning Department, Corporate Planning & Administration Division</p> <p>April 2018 General Manager of General Affairs Department and General Manager of Legal Affairs Department, Corporate Service Division</p> <p>April 2021 Assistant General Manager of Audit & Supervisory Committee's Office</p> <p>June 2021 Director (Standing Audit & Supervisory Committee Member) (up to the present)</p>	20,619 shares
<p>[Reasons for nomination as a candidate for Director]</p> <p>Mr. Keizo Masugi has mainly engaged in the Accounting Department, Corporate Planning & Administration Division, General Affairs Department, and Legal Affairs Department and currently serves as a Standing Audit & Supervisory Committee Member. He possesses abundant experience and a wide range of knowledge regarding the operations and management of the Company.</p> <p>The Company proposes his re-appointment as a candidate for Director who is an Audit and Committee Member as it expects that he will conduct appropriate audit and supervision for the sustainable improvement of the corporate value of the Group utilizing this experience, knowledge, and expertise in finance and accounting.</p>			

No.	Name (Date of birth)	Career summary, post, responsibility in the Company and significant concurrent positions	Number of Company's shares owned
2	 <p>Tomomi Fujita (Name on the family registry: Tomomi Okada) (Nov. 4, 1980) <u>Re-election</u> <u>Outside</u> <u>Independent</u></p>	<p>October 2004 Registered as Attorney at Law (Osaka Bar Association) Joined Kitahama Partners</p> <p>January 2012 Partner of Kitahama Partners</p> <p>March 2016 Left Kitahama Partners</p> <p>April 2016 Founded Innoventier Partner of Innoventier (up to the present)</p> <p>February 2017 Director of Licensing Executive Society Japan</p> <p>April 2018 Assistant Lecturer of Kyoto University Law School</p> <p>June 2019 Director (Audit & Supervisory Committee Member) of the Company (up to the present) Outside Auditor of TAIYO YUDEN CO., LTD.</p> <p>February 2020 Vice President of Licensing Executive Society Japan (up to the present)</p> <p>April 2022 Visiting Professor of Kyoto University Law School</p> <p>June 2023 Registered as Attorney at Law in California, U.S.A.</p> <p>March 2024 Retired as Visiting Professor Kyoto University Law School</p> <p>April 2024 Outside Auditor of STYLEM TAKISADA-OSAKA CO., LTD. (up to the present)</p> <p>June 2024 Outside Director (Audit & Supervisory Committee Member) of TAIYO YUDEN Co., LTD. (up to the present)</p>	0 shares
<p>[Reasons for nomination as a candidate for Outside Director and expected roles]</p> <p>Ms. Tomomi Fujita is involved in the management of the law firm Innoventier as Partner while serving as Vice President of the Licensing Executive Society Japan and Visiting Professor at Kyoto University Law School. She possesses abundant experience and expertise regarding corporate law covering intellectual property, business revitalization, M&As, and the Companies Act. In addition to serving as an Outside Director who is an Audit & Supervisory Committee Member of the Company, she serves as an Outside Auditor and Outside Director (Audit & Supervisory Committee Member) of listed companies. She possesses knowledge of financial and accounting matters through her experience in these duties. The Company proposes her re-appointment as a candidate for Outside Director who is an Audit & Supervisory Committee Member as it expects that she will strengthen the audit and supervisory function of the Company and contribute to the sustainable improvement of the corporate value of the Group by conducting neutral and objective audits, supervising corporate management through the selection and dismissal of executives and decisions on remuneration, and providing advice and recommendations on the management of the Company as a whole from a broad perspective utilizing her experience and expertise.</p> <p>Additionally, although she has not been directly involved in corporate management other than as an outside officer in the past, the Company has judged that she can appropriately execute the duties of Outside Director who is an Audit & Supervisory Committee Member due to the above reasons.</p>			

(Notes)

1. There are no special interests between the candidates and the Company.
2. The number of Company shares owned by candidates for Director includes holdings as part of the Takuma Executive Shareholder Association.
3. Ms. Tomomi Fujita is a candidate for Outside Director.
4. The Company has designated Ms. Tomomi Fujita as an Independent Officer as prescribed by Tokyo Stock Exchange, Inc., and submitted notification to the Exchange. If her election is approved, the Company intends to continue to designate her as an Independent Officer.
5. The term of office of Ms. Tomomi Fujita as Outside Director who is an Audit & Supervisory Committee Member shall be six (6) years at the conclusion of this meeting.
6. The Company has entered into an agreement with Mr. Keizo Masugi and Ms. Tomomi Fujita to limit their liability pursuant to Article 423, paragraph (1) of the Companies Act, in accordance with the Company's Articles of Incorporation. The liability limit for damages based on this agreement shall be the minimum amount as stipulated in Article 425, paragraph (1) of the Companies Act. If their elections are approved, the Company intends to continue the said agreement.
7. Pursuant to Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance contract with an insurance company covering damages to be borne by the insured persons arising from shareholder derivative lawsuits, corporate litigations, and third-party litigations. Each candidate will be included as the insured under this insurance contract. The Company intends to renew the contract with the same details at the next renewal.
8. If the proposal is approved as originally proposed, the Audit & Supervisory Committee Members are as follows.

No.	Name	Posts, responsibility in the Company and significant concurrent positions
1	Keizo Masugi	Director (Standing Audit & Supervisory Committee Member)
2	Tomomi Fujita <div>Outside Independent</div>	Director (Audit & Supervisory Committee Member) Partner of Innoventier Outside Director (Audit & Supervisory Committee Member) of TAIYO YUDEN CO., LTD. Vice President of Licensing Executives Society Japan Outside Auditor of STYLEM TAKISADA-OSAKA CO., LTD.
3	Tetsuya Kaneko <div>Outside Independent</div>	Director (Audit & Supervisory Committee Member)
4	Seiichi Nagatsuka <div>Outside Independent</div>	Director (Audit & Supervisory Committee Member) Representative Director and Chairman of Mitsubishi Fuso Truck and Bus Corporation Outside Auditor of Sharp Corporation
5	Masahiro Endo <div>Outside Independent</div>	Director (Audit & Supervisory Committee Member) Representative of Endo Certified Public Accountant Office Representative Director of Kobe Audit Corporation

(Reference)

Directors' Skills Matrix

Name	Skill sets necessary for the Board of Directors of the Company						
	Corporate management	Engineering (Technology, quality, and cost management)	Sales and business strategies	International operations	Finance and accounting	Human resources, talent development, and diversity	Legal affairs, compliance, and risk management
Kunio Hamada	●	●	●		●	●	
Hiroaki Nanjo	●	●	●	●		●	
Tsuyohito Nishiyama	●		●		●		
Hideki Takeguchi	●	●		●			
Koji Tanaka	●		●	●		●	●
Hiroshi Oishi	●					●	●
Keizo Masugi	●				●		●
Tomomi Fujita	●				●		●
Tetsuya Kaneko	●			●	●		
Seiichi Nagatsuka	●		●	●			
Masahiro Endo	●				●		