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(Securities Code: 9913)

June 4, 2025

(Date of commencement of electronic provision measures: May 23, 2025)

To Our Shareholders:

NIPPO LTD.

10-1, Nishiki 1-chome, Naka-ku, Nagoya-shi
Yasuchika Iwasa, President

Notice of the 74th Ordinary General Meeting of Shareholders

Dear Shareholders:

We hereby notify you that the 74th Ordinary General Meeting of Shareholders of NIPPO LTD. (the “Company”) will be held as indicated below.

The Company plans to disclose the annual securities report on Friday, June 20, 2025, prior to this General Meeting of Shareholders. Please review it as well.

When convening this General Meeting of Shareholders, the Company has taken measures for electronic provision and has posted matters subject to electronic provision measures on the following website as “Notice of the 74th Ordinary General Meeting of Shareholders,” “Notice of the 74th Ordinary General Meeting of Shareholders and the Report for the 74th Fiscal Year” and “The 74th Ordinary General Meeting of Shareholders and Other Matters Subject to Electronic Provision Measures (Matters for Which Document Delivery is Omitted).”

[The Company website]

https://www.nip.co.jp/english/ir/ir_soukai/

In addition to the website shown above, the Company also has posted this information on the following websites on the Internet.

[Website on which the materials for general meetings of shareholders are posted]

<https://d.sokai.jp/9913/teiji> (in Japanese only)

[Tokyo Stock Exchange (TSE) website (Listed Company Search)]

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

Please access the TSE website above, enter “NIPPO LTD.” in the “Issue name (company name)” field or our securities code “9913” in the “Code” field, and click on “Search.” Then, click on “Basic information” and “Documents for public inspection/PR information” in this order to find “Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting” in the “Filed information available for public inspection” section.

In lieu of attending the meeting, you can exercise your voting rights via the Internet or in writing or other means. After reviewing the Reference Materials for the General Meeting of Shareholders provided in the matters subject to electronic provision measures, please exercise your voting rights by indicating “for” or “against” for each agenda item on (1) our designated website for exercising voting rights, or on (2) the enclosed Voting Rights Exercise Form, and mail it, for receipt no later than 5:30 p.m. on Monday, June 23, 2025 (Japan time).

1. **Date and time:** Tuesday, June 24, 2025 at 10:00 a.m. (reception starting at 9:00 a.m.) (Japan time)
2. **Place:** Sakae Gas Hall on the 5th floor of Sakae Gas Building
15-33, Sakae 3-chome, Naka-ku, Nagoya-shi
3. **Meeting agenda:**
Matters to be reported:
 1. Business Report and Consolidated Financial Statements for the Company's 74th fiscal year (April 1, 2024 – March 31, 2025) and results of audits of the Consolidated Financial Statements by the accounting auditor and the audit and supervisory committee
 2. Non-consolidated Financial Statements for the Company's 74th fiscal year (April 1, 2024 – March 31, 2025)

Matters for resolution:

<Company Proposals>

Proposal No. 1: Appropriation of surplus

Proposal No. 2: Election of six directors (excluding directors serving as audit and supervisory committee members)

Proposal No. 3: Continuation of response policies to large-scale purchases of the company's shares (Takeover Response Policies)

<Shareholder Proposals>

Proposal No. 4: Appropriation of surplus

Proposal No. 5: Partial Amendments to the Articles of Incorporation (Appointment of Chairperson of the Audit and Supervisory Committee from among Outside Directors)

4. Other matters relating to this Notice:

- ◎ In line with the implementation of the electronic provision system, the method for providing materials for the General Meeting of Shareholders, including the Notice of Convocation, has changed to provision through posting on websites. However, for this General Meeting of Shareholders, the Company will send paper copies of the matters subject to electronic provision measures to all shareholders regardless of whether or not they made a request for delivery of documents.
- ◎ Among the matters subject to electronic provision measures, "Notes on Consolidated Financial Statements" and "Notes on Non-consolidated Financial Statements" are posted on each of the above-mentioned websites and therefore are not included in this Notice of Convocation and Report pursuant to laws and regulations and Article 12 of the Articles of Incorporation of the Company. Accordingly, the Consolidated Financial Statements and the Non-consolidated Financial Statements provided in this Notice of Convocation and Business Report are part of the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by the accounting auditor and the audit and supervisory committee in preparing the accounting audit report and the audit report.

End

If you attend the meeting, please bring the enclosed Voting Rights Exercise Form with you and submit it at the reception desk.

If any revisions to the matters subject to electronic provision measures arise, the revision information will be posted on the respective websites where they are posted.

Reference Materials for the General Meeting of Shareholders

Proposals and Matters of Reference

<Company Proposal>

Proposal No. 1: Appropriation of surplus

The Company places cash dividends as the pillar of shareholder returns, and aims to continuously improve both the total dividend amount and the payout ratio, with a basic policy of “increasing dividends in line with sustainable profit growth.” Based on this policy, the Company proposes a year-end dividend for the fiscal year ended on March 31, 2025 as follows.

Matters concerning the year-end dividends

(1) Type of dividend property

Cash

(2) Allotment of dividend property and the total amount

76 yen per share of common stock of the Company

Total amount of dividends: 692,193,104 yen

(3) Effective date of dividends from surplus

Tuesday, June 24, 2025

(4) Start date of dividend payment

Tuesday, July 15, 2025

(Regarding the start date of dividend payment)

Regarding the payment of year-end dividends for the fiscal year ended March 31, 2025, GLOBAL ESG STRATEGY, a shareholder of the Company, proposed “Proposal No. 4: Appropriation of surplus,” and due to the time required to carry out dividend payment operations, the Company proposes setting the start date of dividend payment as Tuesday, July 15, 2025.

We apologize for the delay in payment. Thank you for your understanding.

<Company Proposal>

Proposal No. 2: Election of six directors (excluding directors serving as audit and supervisory committee members)

As the term of office of all of the six directors, other than directors serving as audit and supervisory committee members, will end upon the completion of the General Meeting, the Company proposes to elect the six directors (of which two are outside directors) as set out below.

Please note that with respect to this proposal, the Company has obtained a report from the Nomination and Compensation Committee and received from the audit and supervisory committee an opinion that all of the candidates for directors are appropriate for the position based on each reason for nomination as well as the fact that they satisfy the selection criteria set forth in the policies and procedures for the nomination of candidates for directors by the board of directors.

The candidates for directors (excluding directors serving as audit and supervisory committee members) are as follows:

Candidate No.	Name (Date of birth)	Career summary, positions, responsibilities and significant offices concurrently held	
1	Yasuchika Iwasa (February 26, 1959) Reappointment	<p>Apr. 1981 Joined the Company</p> <p>Apr. 1986 Mold Technical Manager of the Company</p> <p>Apr. 2002 Overseas Sales General Manager of the Company</p> <p>Sep. 2008 Chairman, NIPPO (HONG KONG) LTD.</p> <p>Apr. 2012 Executive Officer of the Company</p> <p>Apr. 2013 Head of Chinese Areas and Overseas Trading of the Company</p> <p>Jun. 2013 Director of the Company</p> <p>Apr. 2014 Chief of Electronics Business Headquarters of the Company</p> <p>Apr. 2016 President of the Company (present position)</p> <p>Jun. 2019 President; Chief of Mechatronics Headquarters of the Company</p>	<p>■ Number of the Company's shares owned: 157,144 shares</p> <p>■ Number of years in office as director: 12 years</p>
	Overview of activities and expected roles as a candidate for director, and reason for nomination as a candidate for director	Mr. Yasuchika Iwasa achieved the operating income, ROE, and shareholder dividend targets set in the "Mid-term Management Plan 2019" and "Mid-term Management Plan 2022," and he is working towards achieving the targets of the "Mid-term Management Plan 2025" with his strong will and leadership. He satisfies the selection criteria for directors set forth by the Company's board of directors and has the strong will and leadership necessary to achieve the targets of the "Mid-Term Management Plan 2025" and realize the long-term vision outlined in the "Long-term Business Targets for 2031." In view of the above, the Company nominates him as a candidate for director again.	<p>■ Attendance at the board of directors meetings during the fiscal year under review: 12/12 (100%)</p>

Candidate No.	Name (Date of birth)	Career summary, positions, responsibilities and significant offices concurrently held	
	Special interest between the candidate and the Company	There is no special interest.	

(Notes)

1. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract that insures all directors. If the election of Mr. Yasuchika Iwasa is approved and passed, he will be covered by the insurance. The insurance covers any damages that may result from the insured directors, being liable for the performance of their duties or being subject to a claim for the pursuit of such liability.
However, there are certain exemptions that claims for damages caused by intent or gross negligence are not covered.
2. The number of Company's shares owned by Mr. Yasuchika Iwasa in the table above includes the number of Company's shares owned by him through the executive stock ownership program as of March 31, 2025.

Candidate No.	Name (Date of birth)	Career summary, positions, responsibilities and significant offices concurrently held	
2	Hisatomo Mikami (March 2, 1969)	<p>Apr. 1991 Joined INAX Corporation (currently known as LIXIL Corporation)</p> <p>Apr. 2004 Joined the Company</p> <p>Reappointment Apr. 2006 Manager of General Affairs Department, Administration Headquarters of the Company</p> <p>Apr. 2011 General Manager of Corporate Planning Department of the Company</p> <p>Apr. 2013 Executive Officer of the Company Head of CSR Management Division, Corporate Headquarters of the Company</p> <p>Apr. 2016 Chief of Corporate Headquarters of the Company</p> <p>Jun. 2016 Director of the Company</p> <p>Apr. 2020 Chief of Corporate Headquarters; in charge of Corporate Planning and New Business Development of the Company</p> <p>Apr. 2023 In charge of Corporate, Corporate Planning and New Business Development of the Company</p> <p>Jun. 2023 Executive Managing Director; in charge of Corporate, Corporate Planning and New Business Development of the Company (present position)</p>	<p>■ Number of the Company's shares owned: 43,000 shares</p> <p>■ Number of years in office as director: 9 years</p> <p>■ Attendance at the board of directors meetings during the fiscal year under review: 12/12 (100%)</p>
	Overview of activities and expected roles as a candidate for director	As Executive Managing Director in charge of Corporate, Corporate Planning and New Business Development, Mr. Hisatomo Mikami oversees accounting and finance, personnel, IT, and risk management functions for the Company and the entire Group. He is also responsible for the planning and progress management of the "Mid-term Management Plan" and "Long-term Business Targets," as well as new business development, including alliance activities with other cooperative companies. Going forward, he will continue to play a role in linking the board of directors and business execution, as well as in resolving important management issues such as financial strategies, personnel strategies, and M&A planning.	
	Reason for nomination as a candidate for director	Mr. Hisatomo Mikami satisfies the selection criteria for directors set forth by the Company's board of directors. He has extensive experience and a track record in planning and administration related to management and businesses, which are necessary to achieve the execution strategy and quantitative targets for the "Mid-term Management Plan 2025" and realize the long-term vision outlined in the "Long-term Business Targets for 2031." Thus, he is suitable as a managing executive who supports the President. In view of the above, the Company nominates him as a candidate for director again.	
	Special interest between the candidate and the Company	There is no special interest.	

(Notes)

1. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract that insures all directors. If the election of Mr. Hisatomo Mikami is approved and passed, he will be covered by the insurance. The insurance covers any damages that may result from the insured directors, being liable for the performance of their duties or being subject to a claim for the pursuit of such liability.
However, there are certain exemptions that claims for damages caused by intent or gross negligence are not covered.
2. The number of Company's shares owned by Mr. Hisatomo Mikami in the table above includes the number of Company's shares owned by him through the executive stock ownership program as of March 31, 2025.

Candidate No.	Name (Date of birth)	Career summary, positions, responsibilities and significant offices concurrently held		
3	Atsushi Nakamura (November 10, 1969)	Apr. 1994	Joined the Company	<ul style="list-style-type: none"> ■ Number of the Company's shares owned: 17,009 shares ■ Number of years in office as director: 6 years ■ Attendance at the board of directors meetings during the fiscal year under review: 12/12 (100%)
	Reappointment	Apr. 2011	Manager of First Sales Section, Electronics Business Headquarters of the Company	
		Apr. 2014	Deputy General Manager of Second Sales Section, Electronics Business Headquarters of the Company	
		Apr. 2015	General Manager of Second Sales Section, Electronics Business Headquarters of the Company	
		Apr. 2016	Executive Officer of the Company Chief of Electronics Business Headquarters (currently known as Trading Headquarters) of the Company (present position)	
		Jun. 2019	Director of the Company (present position)	
	Overview of activities and expected roles as a candidate for director	As Director and Chief of the Trading Headquarters, Mr. Atsushi Nakamura oversees the "Electronics" segment, and since FY2019, when he was appointed Director, he has increased the segment profit. At the same time, he has been working toward achieving the targets of the "Mid-term Management Plan 2025" based on the business vision of "development as a materials and components trading company with manufacturer functions." Going forward, as Director and Chief of the Trading Headquarters, he will aim for further profit growth in the aforementioned segment through the incorporation of highly profitable manufacturing businesses, and will play a role in fulfilling accountability to the board of directors.		
	Reason for nomination as a candidate for director	Mr. Atsushi Nakamura satisfies the selection criteria for directors set forth by the Company's board of directors. He has extensive experience and a track record in business management of the Trading Headquarters, which are necessary to achieve the execution strategy and quantitative targets for the "Mid-term Management Plan 2025" and realize the long-term vision outlined in the "Long-term Business Targets for 2031." Thus, he is suitable as a managing executive who supports the President. In view of the above, the Company nominates him as a candidate for director again.		
	Special interest between the candidate and the Company	There is no special interest.		

(Notes)

- The Company has entered into a directors and officers liability insurance (D&O Insurance) contract that insures all directors. If the election of Mr. Atsushi Nakamura is approved and passed, he will be covered by the insurance. The insurance covers any damages that may result from the insured directors, being liable for the performance of their duties or being subject to a claim for the pursuit of such liability. However, there are certain exemptions that claims for damages caused by intent or gross negligence are not covered.
- The number of Company's shares owned by Mr. Atsushi Nakamura in the table above includes the number of

Company's shares owned by him through the executive stock ownership program as of March 31, 2025.

Candidate No.	Name (Date of birth)	Career summary, positions, responsibilities and significant offices concurrently held	
4	Yuji Okajima (December 8, 1972) <div>Reappointment</div>	Apr. 1991 Joined the Company Apr. 2001 Manager of First Production Group, Ichinomiya Factory, Production Headquarters of the Company Aug. 2001 Factory Manager of Ichinomiya Factory, Production Headquarters of the Company Apr. 2011 Chief of Quality Assurance Headquarters of the Company Apr. 2013 General Manager of Manufacturing Department, Manufacturing Management Division, Mechatronics Business Headquarters of the Company Apr. 2014 Deputy Head of Division of Manufacturing Management Division, Mechatronics Business Headquarters of the Company Apr. 2016 President of NIPPO MECHATRONICS (THAILAND) CO., LTD. (present position) Executive Officer of the Company Jun. 2019 Deputy Chief of Mechatronics Headquarters of the Company Apr. 2021 Chief of Mechatronics Headquarters of the Company (present position) Apr. 2023 Chairman and President of FNA MECHATRONICS MEXICO S.A. DE C.V. Jun. 2024 Director of the Company (present position)	■ Number of the Company's shares owned: 2,768 shares ■ Number of years in office as director: 1 year
	Overview of activities and expected roles as a candidate for director	As Director and Chief of the Mechatronics Headquarters, Mr. Yuji Okajima oversees the two segments of "Mobility" and "Medical & Precision Devices," and since FY2021, when he was appointed Chief of the Mechatronics Headquarters, he has been working toward achieving the targets of the "Mid-term Management Plan 2025" while increasing the aforementioned segments' profit and striving to "strengthen differentiated technologies" and "strengthen cost competitiveness." Going forward, as Director and Chief of the Mechatronics Headquarters, he will aim for further profit growth in the aforementioned segments through the incorporation of new functions, and will play a role in fulfilling accountability to the board of directors.	■ Attendance at the board of directors meetings during the fiscal year under review: 9/9 (100%)
	Reason for nomination as a candidate for director	Mr. Yuji Okajima satisfies the selection criteria for directors set forth by the Company's board of directors. He has extensive experience and a track record in business management of the Mechatronics Headquarters, which are necessary to achieve the execution strategy and quantitative targets for the "Mid-term Management Plan 2025" and realize the long-term vision outlined in the "Long-term Business Targets for 2031." Thus, he is suitable as a managing executive who supports the President. In view of the above, the Company nominates him as a candidate for director again.	

Candidate No.	Name (Date of birth)	Career summary, positions, responsibilities and significant offices concurrently held	
	Special interest between the candidate and the Company	There is no special interest.	

(Notes)

1. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract that insures all directors. If the election of Mr. Yuji Okajima is approved and passed, he will be covered by the insurance. The insurance covers any damages that may result from the insured directors, being liable for the performance of their duties or being subject to a claim for the pursuit of such liability. However, there are certain exemptions that claims for damages caused by intent or gross negligence are not covered.
2. The number of Company's shares owned by Mr. Yuji Okajima in the table above includes the number of Company's shares owned by him through the executive stock ownership program as of March 31, 2025.

Candidate No.	Name (Date of birth)	Career summary, positions, responsibilities and significant offices concurrently held		
5	Masahiro Goto (August 21, 1952) Reappointment Outside Independent	Apr. 1979	Registered with the Nagoya Bar Association (currently known as Aichi Bar Association) Joined Soya Fukuoka Law Office	
		Apr. 1984	Opened Masahiro Goto Law Office (currently known as Masahiro Goto Patent and Law Office), President (present position)	
		May 1986	Registered as a patent attorney	
		Jun. 2020	Outside Director of the Company (present position)	
	Overview of activities and expected roles as a candidate for outside director	Mr. Masahiro Goto is a lawyer registered as a patent attorney and has extensive experience and deep insight in intellectual property strategy as well as corporate law. He actively provides opinions and suggestions about complementing the Company's strengths with "new products, materials, service born from Nippo's unique idea," aiming to realize the "Mid-term Management Plan," "Initiatives to Enhance Medium- to Long-Term Corporate Value and ESG Initiatives to Support Sustainable Growth," and the long-term vision outlined in the "Long-term Business Targets for 2031." Going forward, he will continue to provide opinions and suggestions so that the Company's uniqueness can be refined through brushing up proprietary technologies and combining technologies with those of alliance partners. In addition, as outside director, he will play a role in improving the effectiveness of the board of directors.		■ Number of the Company's shares owned: - ■ Number of years in office as director: 5 years ■ Attendance at the board of directors meetings during the fiscal year under review: 11/12 (92%)
	Reason for nomination as a candidate for outside director	Although Mr. Masahiro Goto has never been involved in corporate management other than through the positions of outside director/auditor in the past, he satisfies the selection criteria for directors set forth by the Company's board of directors, and the Company would like to continue to utilize his extensive experience and deep insight for the supervision of the management of the Company in order to achieve the execution strategy and quantitative targets for the "Mid-term Management Plan 2025" and realize the long-term vision outlined in the "Long-term Business Targets for 2031." Accordingly, the Company nominates him as a candidate for outside director again.		
	Special interest between the candidate and the Company	There is no special interest.		

(Notes)

1. Mr. Masahiro Goto is a candidate for an outside director. Pursuant to Article 427, Paragraph 1 of the Companies Act, if this candidate is appointed as an outside director, the Company is to continue a liability limitation agreement with him to limit his liability for damage to the higher of a predetermined amount of not less than JPY 1 million or the amount provided by laws and regulations.

Mr. Masahiro Goto is notified as an independent director in accordance with the rules of the Tokyo Stock Exchange and Nagoya Stock Exchange. If he is elected as an outside director (excluding directors serving as audit and supervisory committee members), he will continue to be an independent director.

2. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract that insures all directors. If the election of Mr. Masahiro Goto is approved and passed, he will be covered by the insurance. The insurance covers any damages that may result from the insured directors, being liable for the performance of their duties or being subject to a claim for the pursuit of such liability. However, there are certain exemptions that claims for damages caused by intent or gross negligence are not covered.

Candidate No.	Name (Date of birth)	Career summary, positions, responsibilities and significant offices concurrently held	
6	Yoko Dochi (October 3, 1964) Reappointment Outside Independent	Apr. 1987 Joined the Bank of Tokyo, Ltd. (currently known as MUFG Bank, Ltd.) Apr. 1993 Acting Manager of Finance Development Division of the Bank of Tokyo, Ltd. (currently known as MUFG Bank, Ltd.) Sep. 1996 Joined the World Bank Group Sep. 1998 Investment Officer of International Finance Corporation of the World Bank Group May 2001 Joined Toyota Motor Europe NV/SA Jan. 2013 General Manager of Investor Relations of Toyota Motor Europe NV/SA Jan. 2015 General Manager, Head of Global Treasury & Investor Relations of Toyota Motor Europe NV/SA Mar. 2018 Principal of IR & Stock Group, Finance Department of Toyota Motor Corporation Nov. 2018 Joined SoftBank Group Corp. Managing Director and Manager of Investor Relations Department, Finance Unit of SoftBank Group Corp. Feb. 2020 Managing Partner of SoftBank Group International Corp. Jun. 2020 Outside Director of the Company (present position) Jun. 2023 Outside Director of Rinnai Corporation (present position) Mar. 2024 Outside Company Auditor of Kirin Holdings Company, Limited (present position)	■ Number of the Company's shares owned: - ■ Number of years in office as director: 5 years ■ Attendance at the board of directors meetings during the fiscal year under review: 11/12 (92%)
	Overview of activities and expected roles as a candidate for outside director	Ms. Yoko Dochi has extensive experience and deep insight related to investor relations (IR)/environment, social and governance (ESG), and capital policy. She actively provides opinions and advice regarding establishment and revisions of the "Mid-term Management Plan," "Long-term Business Targets for 2031," "Initiatives to Enhance Medium- to Long-Term Corporate Value and ESG Initiatives to Support Sustainable Growth," "Information Disclosure Based on TCFD Recommendations," and "Initiatives for the Japan's Corporate Governance Code," as well as regarding domestic and international IR activities. Going forward, she will continue to play a role in providing opinions and suggestions that contribute to improving the Company's corporate value and stock value. In addition, as outside director, she will play a role in improving the effectiveness of the board of directors.	
	Reason for nomination as a candidate for outside director and expected role	Ms. Yoko Dochi satisfies the selection criteria for directors set forth by the Company's board of directors, and the Company would like to continue to utilize her extensive experience and deep insight for the supervision of the management of the Company in order to achieve the execution strategy and quantitative targets for the "Mid-term Management Plan 2025" and realize the long-term vision outlined in the "Long-term Business Targets for 2031." Accordingly, the Company nominates her as a candidate for outside director again.	

Candidate No.	Name (Date of birth)	Career summary, positions, responsibilities and significant offices concurrently held	
	Special interest between the candidate and the Company	Although there are transactions involving the purchase and sale of molded products used in water heaters, etc. with Rinnai Corporation, where Ms. Yoko Dochi serves as outside director, these transactions do not affect her independence. In addition, there is no special interest between Ms. Yoko Dochi and the Company.	

(Notes)

- Ms. Yoko Dochi is a candidate for an outside director. Pursuant to Article 427, Paragraph 1 of the Companies Act, if she is appointed as an outside director, the Company is to continue a liability limitation agreement with her to limit her liability for damage to the higher of a predetermined amount of not less than JPY 1 million or the amount provided by laws and regulations.
Ms. Yoko Dochi satisfies the requirements for an independent director set forth by the Tokyo Stock Exchange, the Nagoya Stock Exchange, and the Company. The Company plans to notify her as an independent director to the said Exchanges.
- The Company has entered into a directors and officers liability insurance (D&O Insurance) contract that insures all directors. If the election of Ms. Yoko Dochi is approved and passed, she will be covered by the insurance. The insurance covers any damages that may result from the insured directors, being liable for the performance of their duties or being subject to a claim for the pursuit of such liability.
However, there are certain exemptions that claims for damages caused by intent or gross negligence are not covered.

Reference: Composition of Officers (after June 24, 2025)

The table below shows the skills (expertise and experience) required by the board of directors in order to increase the Company's corporate value over the medium- to long-term.

		Board of Directors						Audit and Supervisory Committee Members				
Name Skills (expertise and experience)		Yasuchika Iwasa	Hisatomo Mikami	Atsushi Nakamura	Yuji Okajima	Masahiro Goto (Outside) (Independent)	Yoko Dochi (Outside) (Independent)	Hiroyuki Kawabe	Tsutomu Umeno (Outside) (Independent)	Keiko Ikeda (Outside) (Independent)	Teiichi Gamo (Outside) (Independent)	Hirokazu Tamaoki (Outside) (Independent)
Management Strategy		●	●						●			
Business strategy	Sales & Marketing	●		●				●	●			
	Production and technology development	●			●			●	●			
	Global	●		●	●		●	●	●			
Accounting, Finance, Tax			●				●				●	●
Investor relations, ESG							●					
Personnel & Labor, Human Resources Development		●	●	●	●			●	●			
Legal Affairs, Intellectual Property, Risk Management			●			●		●		●		

Proposal No.3: Continuation of response policies to large-scale purchases of the company's shares (Takeover Response Policies)

For the purpose of the protection and enhancement of the corporate value of the Company and eventually to the shareholders' common interests, the Company determined a basic policy regarding persons who control decisions on the Company's financial and business policies (as provided in Article 118, Item 3 of the Ordinance for Enforcement of the Companies Act; the "Basic Policy") and introduced its plan for countermeasures to large-scale purchases of the shares or other equity securities of the Company (the "Company Shares") (as described below; the "Existing Plan") as a measure to prevent decisions on the Company's financial and business policies from being controlled by persons deemed as inappropriate (Article 118, Item 3(b)(2) of the Ordinance for Enforcement of the Companies Act) under the Basic Policy at its board of directors (the "Board") meeting held on April 23, 2019, and the Existing Plan was most recently approved to continue until the conclusion of the 74th Ordinary General Meeting of Shareholders at the 73rd Ordinary General Meeting of Shareholders held on June 25, 2024.

The Company has been reviewing whole concept of the Existing Plan including the necessity to continue it from the viewpoint of the protection and enhancement of the corporate value of the Company and the shareholders' common interests, taking into consideration the court cases and trends in actual practice and discussion related to the takeover response policies after the introduction and continuation of the Existing Plan, including the content of "Guidelines for Corporate Takeovers: Enhancing Corporate Value and Securing Shareholders' Interests", which was published by the Ministry of Economy, Trade and Industry on August 31, 2023 (the "Guidelines for Corporate Takeovers") . As a result, the Company reached the conclusion that continuation of the Existing Plan is necessary in order to ensure that a process is in place to have a large-scale purchaser provide information and allow the Board to consider and assess the proposed purchase, and to prevent any damages to the NIPPO group (the "Group")'s corporate value and shareholders' common interests, and resolved at the Board meeting held on May 21, 2025 that the Existing Plan shall continue subject to the approval of the shareholders at the General Meeting (such continued Existing Plan shall be hereinafter called the "Plan") and, the proposal regarding the Plan shall be submitted to the General Meeting by the unanimous consent by all the directors of the Company including its independent outside directors.

All of the five directors and audit and supervisory committee members including four outside directors and audit and supervisory committee members have attended such Board meeting and agreed with the continuation of the takeover response policies under the Plan. All of the current members of the Independent Committee, which consists of outside directors, have also agreed with the continuation of the takeover response policies under the Plan.

If approved at the General Meeting, such effective term may be extended until the conclusion of the ordinary shareholders' meeting for the last business year which will end within 1 year from the General Meeting.

Accordingly, the Company proposes the continuation of the takeover response policies under the Plan to be approved by the shareholders.

Response Policies to Large-scale Purchases of Company Shares (Takeover Response Policies)

I. Basic Policy regarding Persons who Control Decisions on the Company's Financial and Business Policies

As an organ of a company with its stock listed on a financial instruments exchange, the Board respects

free trading of the shares in the Company on the market and does not categorically reject a large-scale purchase of the shares in the Company by a particular party as long as it contributes to the protection and enhancement of the corporate value of the Group and eventually to shareholders' common interests. The Company also believes that the decision on whether or not to accept a proposal for a large-scale purchase of shares should be ultimately made by the shareholders and it is therefore essential that the necessary information is provided to the shareholders and that the transparency and fairness are ensured.

However, there may be a proposal for a large-scale purchase of shares which could undermine the Group's corporate value and eventually, shareholders' common interests by, for instance, preventing the Group from maintaining a good relationship with its stakeholders. It is also possible that some of such proposals do not fully reflect the Group's value or do not provide sufficient information required for our shareholders to make a final decision.

The Board believes that upon receipt of such proposals for large-scale purchases of shares, it must, as it has a duty to ensure the common interests of shareholders, secure necessary time and information and negotiate with the proposers on behalf of shareholders.

II. Special Efforts to Implement the Basic Policy

(1) Efforts to enhance the corporate value

Established in March 1952, the Company started its trading business (the "Trading Business") as a dealership of the chemical product division (currently known as Resonac Corporation) of Hitachi, Ltd. The Company's trade area extended to Nagoya and Tokyo in line with the development of the Hitachi group, when, in July 1968, the Company launched the resin molding business following the evolution of chemical technology and the resulting development of resin materials with the catchphrase "light, strong, heavy-duty and non-perishable." Since then, the Company has engaged in these two original businesses.

With its bases located in Japan, the Chinese areas and the ASEAN trade area, where the Company expanded its trading sphere as a dealership of Resonac Corporation and the Resonac Group, the Trading Business is currently putting efforts into "networking with unique partner companies" and "technical and other education of our employees" with the objective of creating our competitive edge in the commercial distribution to our customers.

Meanwhile, the resin molding business has broadened its business field from OA/DI parts in the category of household appliances to automobile parts and medical equipment. Its technological field has also expanded from resin-only molding to printing, assembling, inserting of other materials, and coiling (winding). With a view to creating our competitive edge in the commercial distribution to our customers, the resin molding business, with its bases located in Japan and the ASEAN trade area, is currently promoting the introduction of "full and semi-automated production lines" in anticipation of a sharp rise in labor costs and shortage of workers in Japan that could occur in the near future.

The Company initiatives to improve its corporate value in the future will be as follows: (i) in the Trading Business, the Company will further promote the "networking with unique partner companies" that has been carried out, seek to build up concrete results of new product development, and expand its product lineup by strengthening its manufacturer functions mainly in line with its business vision of "developing as a material and component trading company with manufacturing functions;" and (ii) in the resin molding business, the Company will promote, among others, further advancement of horizontal transfer to the group companies of the Company's full and semi-automated production lines, which the Company has achieved after overcoming high technological obstacles, strengthening of differentiating technologies of "electric characteristics and reliability evaluation technology" and "resin-dissimilar material joining/inserting technology," and establishment of a domestic contract production system for medical equipment parts.

In addition to those efforts, the Company will continue its efforts towards compliance, which it has

identified as an issue of ESG materiality, and will work to strengthen its governance system based on the recommendations of the TCFD (Task Force on Climate-related Financial Information Disclosures) to address climate change, thus protecting and enhancing the Company's corporate value and eventually, shareholders' common interests.

(2) Reinforcement of Corporate Governance

The Company has advanced the following initiatives with the belief that solid corporate governance is essential to gain unwavering trust from its stakeholders:

(Corporate governance system)

Regarding corporate governance as a "framework to check the lawfulness and efficiency of the management on behalf of shareholders," the Company has developed the system of supervision and audit of the execution of duties by directors by establishing the shareholders' meeting, the board of directors, the audit and supervisory committee, the representative director and the accounting auditors, as the most appropriate framework. In addition, with the establishment of "Basic Concept of Internal Control System" and "Framework for Promotion of Internal Control System," the Company has developed a system required to ensure the appropriateness of the operations of the corporate group comprising the Company and its affiliates.

The Board meetings are held at least once in two months, in principle. Before being reported to the Board, material management matters are fully discussed at the management strategy meeting composed of full-time directors (including the chairperson of the audit and supervisory committee).

The audit and supervisory committee consists of four audit and supervisory committee members (one full-time audit and supervisory committee member and three outside directors serving as audit and supervisory committee members). The committee meets at least once in two months, in principle, to discuss and adopt resolutions on material management matters, the results of the audit by the audit and supervisory committee members and the internal audit as well as the results of audit by the accounting auditors, among other things.

(Internal audit and audit by the audit and supervisory committee members)

The Company's Internal Audit Division, a division under the president's direct control, investigates, on a regular and irregular (extraordinary) basis, whether or not the internal operations are conducted in due compliance with the Company's rules and regulations, and reports the results of such audit to the president and the chairperson of the audit and supervisory committee. In addition, the Internal Audit Division points out any problems identified and issues recommendations for improvement to the audited divisions.

The audit and supervisory committee members attend the Board meetings and other important meetings to audit the status of execution of duties by the full-time directors (excluding the audit and supervisory committee members), and conduct audits on full-time directors (excluding audit and supervisory committee members), executive officers, managers and employees, when necessary.

(Other efforts)

In addition to the above, the Company has worked on improving corporate governance based on its latest corporate governance code.

III. Measures to Prevent Decisions on the Company's Financial and Business Policies from being Controlled by Persons Deemed as Inappropriate under the Basic Policy

1. Purpose of the Plan

The Plan is in line with the Basic Policy stated in I. above for the purpose of protecting and enhancing the Company's corporate value and eventually, shareholders' common interests. It aims to clearly set the rules that should be observed by the persons intending to make large-scale purchases of the Company Shares. Also, it aims to secure necessary and sufficient information and time for the shareholders to make appropriate decisions as well as the opportunity to negotiate with the persons intending to make large-scale purchases.

Effective as of the close of the 58th ordinary general meeting of shareholders held on June 29, 2009, the Company abolished the "basic policy regarding persons who control decisions on the Company's financial and business policies" introduced at the 56th ordinary general meeting of shareholders of the Company held on June 28, 2007 (the "Former Plan"). However, under the current Japanese capital market and legal system, we still cannot deny the possibility that there may be a large-scale purchase that would impair the Group's corporate value and shareholders' common interests, such as a purchase without granting sufficient time and information to a target company or its shareholders or a purchase for the purpose of gaining an unfair advantage at the expense of ordinary shareholders.

To be specific, under the Financial Instruments Exchange Act, which took effect on September 30, 2007, any person who has acquired shares for the purpose of making important suggestions with the intention of participating in the management of the issuer may not use the special reporting system and is required to submit a large-volume holding report within five business days. In addition, upon the launch of a tender offer, the target issuer company may request an "extension of the tender offer period" and exercise the "right to ask questions." Nevertheless, even under these legal systems, it is impossible to legally secure the provision of information and time for consideration and negotiation opportunities before the launch of a tender offer and to legally restrict the accumulation of shares through buying in the market. Thus, one cannot deny that these legal systems may not necessarily function effectively against large-scale purchases of shares that could impair the corporate value of a listed company and eventually, shareholders' common interests.

Coming to another point, since the abolishment of the Former Plan, the Company has selected the automobile, medical precision equipment and electronics markets as our growth areas. In 2018, the Company formulated three long-term visions which corresponded to each of the growth areas, namely, (i) establishment of technologies for mass production of critical automobile security parts with molded products as the core, (ii) expansion of contract manufacturing of medical precision equipment with a focus on disposable products, and (iii) search and provision of next-generation products in various business areas, with special emphasis on electronic parts. Furthermore, in 2020, the Company developed them into the long-term visions of what the Company is expected to be upon the expiration of the Mid-term Management Plan 2028, namely, (i) evolution from a Tier 2 manufacturer to a Tier 1.5 manufacturer, (ii) development as an OEM manufacturer of medical precision equipment components, and (iii) development as a materials and components trading company with manufacturer functions. Based on these visions, the Company is continuously striving to develop products that fit with these growth areas. In these growth areas, where we are required to develop products that better cater to clients' specific needs, the Company and its customers work in close partnership and exchange technical and other confidential information. As a result, the Company has come to possess far more amount of customers' technical and other confidential information than it did before the abolishment of the Former Plan. If a large-scale purchase of the Company Shares is executed without sufficient consideration, the resulting transfer of control, coupled with the risk of leakage of such confidential information, could seriously damage the good relationships between the Company and its stakeholders, including such customers.

Such circumstances have not changed since last year, throughout which the Existing Plan continued. The Company renewed the consideration of the necessity of countermeasures against such large-scale purchases, and reached a conclusion The Company need the Plan in order to ensure that a process is in

place to have a large-scale purchaser provide information and allow the Board to consider and assess the proposed purchase, and to prevent any damages to the Group's corporate value and shareholders' common interests. The Company believes that continuation of such the Plan is necessary and effective to eliminate, as much as possible, large-scale purchases that would not be beneficial to the Group's corporate value and shareholders' common interests. The Company also believes that the Plan ensures that necessary information and time for consideration as well as negotiation opportunities will be provided before the start of a large-scale purchase and contributes to the maintenance and improvement of our corporate value and shareholders' common interests.

2. Plan Details

As described below, the Plan establishes the rules that a person seeking to make a large-scale purchase of the Company Shares should observe, requires the compliance with such rules, and specifies the countermeasures to be triggered in the case where a person intending to make a large-scale purchase fails to comply with the Plan or where the large-scale purchase is found to be detrimental to the Group's corporate value and eventually, to shareholders' common interests. An appropriate disclosure of the Plan provides shareholders, investors or any person seeking to make a large-scale purchase of the Company Shares with sufficient predictability or motivation to make prudent investment decisions, preventing a large-scale purchase of the Company's Shares in advance that could impair the Group's corporate value and shareholders' common interests.

The status of the Company's large shareholders as of March 31, 2025 is as shown in Exhibit 1. At the moment, the Company has not received any specific proposal for a large-scale purchase of the Company Shares.

(1) Procedures under the Plan

(A) Large-Scale Purchase subject to the Plan

The Plan covers purchases of the Company Shares or any similar acts that fall under any of (i) through (iii) below (excluding those that have been approved by the Board; any such act is hereafter referred to as the "Large-Scale Purchase"). A person making or intending to make a Large-Scale Purchase (the "Purchaser") must follow the procedures predetermined in the Plan.

- (i) A purchase or other acquisition¹ of the shares, etc.² issued by the Company that would result in the holding ratio of shares, etc.³ of any particular shareholder of the Company amounting to

¹ Including the holding of a claim for delivery of shares, etc. under a purchase and sale or other agreement, and the conduct of any of the transactions provided in Article 14-6 of the Order for Enforcement of the Financial Instruments Exchange Act. In the event of any amendment (including a change of the name of any law or regulation, and enactment of a new law or regulation succeeding to the old one) to any of the laws or regulations cited in the Plan, the provisions of the relevant law or regulation cited in the Plan shall be replaced by the provisions of a law or regulation that effectively succeed to such provisions after the amendment, unless otherwise specified by the Board.

² This term means the "Share Certificates, etc." as set forth in Article 27-23, Paragraph 1 of the Financial Instruments Exchange Act. Hereinafter the same applies unless otherwise indicated.

³ This term means the "Ownership Ratio of Share Certificates, etc." as set forth in Article 27-23, Paragraph 4 of the Financial Instruments Exchange Act. Hereinafter the same applies unless otherwise indicated. However, for the purpose of calculation of such holding ratio of shares, etc., (a) a Specially Related Party as defined in Article 27-2, Paragraph 7 of the said Act, and (b) an investment bank, securities company or other financial institution that has entered into a financial advisory agreement with such particular shareholder, or a tender offer agent or securities company acting as the lead manager for such particular shareholder (collectively, the "Contracted Financial Institutions") are deemed to be joint holders (meaning the Joint Holders as defined in Article 27-23, Paragraph 5 of the Financial Instruments Exchange Act; including those whom the Board finds to be deemed joint holders under Paragraph 6 of the said Article; hereinafter the same.) with such particular shareholder under the Plan. For the purpose of calculation of such holding ratio of shares, etc., the total number of issued shares in the Company may be determined by reference to the latest information published by the Company.

- 20% or more of such shares, etc.;
- (ii) A purchase or other acquisition⁴ of the shares, etc.⁵ issued by the Company that would result in the total of the holding ratio of shares, etc.⁶ of a particular shareholder of the Company and the holding ratio of shares, etc. of the specially related parties⁷ of such particular shareholder amounting to 20% or more of such shares, etc.; and
 - (iii) Irrespective of whether or not any of the acts provided in (i) and (ii) above has taken place, any agreement or other act between a particular shareholder of the Company and any other shareholder of the Company (as used in this (iii), “other shareholder” includes “other shareholders”) that will render such other shareholder(s) a joint holder or joint holders of such particular shareholder, or any act that will establish a relationship between such particular shareholder and such other shareholder(s)⁸ whereby one of them substantially controls the other, or they act jointly or concertedly⁹ (however, limited to cases where the aggregated holding ratio of shares, etc. issued by the Company of such particular shareholder and that of such other shareholder(s) amounts to 20% or more).

(B) Prior Submission of Statement of Intention to the Company

Prior to initiating a Large-Scale Purchase, a Purchaser will be required to submit to the Board a written statement in Japanese containing a pledge by the Purchaser to comply with the procedures set forth in the Plan in making a Large-Scale Purchase (the “Statement of Intention”) in the form prescribed by the Company.

Specifically, the Statement of Intention must contain the following information:

- (i) Outline of the Purchaser
 - (a) Name and address/location of the Purchaser;
 - (b) Name and title of the representative;
 - (c) Purposes of the company/entity and description of its business;
 - (d) Outline of large shareholders or large investors (top ten holders/investors by shareholding

⁴ “Purchase and other acquisition” includes purchases or other types of acceptance of a transfer for value, and transactions analogous to the acceptance of a transfer for value as provided in Article 6, Paragraph 3 of the Order for Enforcement of the Financial Instruments Exchange Act.

⁵ This term means the “Share Certificates, etc.” as set forth in Article 27-2, Paragraph 1 of the Financial Instruments Exchange Act. The same applies in (ii).

⁶ This term means the “Share Certificates, etc. Holding Rate” as set forth in Article 27-2, Paragraph 8 of the Financial Instruments and Exchange Act; hereinafter the same applies unless otherwise indicated. For the purpose of calculation of such shareholding rate, the total number of voting rights of the Company may be determined by reference to the latest information published by the Company.

⁷ This term means the Specially Related Party as defined in Article 27-2, Paragraph 7 of the Financial Instruments Exchange Act. However, among the persons listed in Item 1 of the said Paragraph, those provided in Article 3, Paragraph 2 of the Cabinet Office Order on Disclosure Required for Tender Offer for Share Certificates by Persons Other Than Issuers are excluded from the “specially related parties.” For the purpose of the Plan, (i) the joint holder and (ii) the Contracted Financial Institutions are deemed to be specially related parties of the relevant shareholder. Hereinafter the same applies unless otherwise indicated.

⁸ The determination of whether or not “a relationship between such particular shareholder and such other shareholder(s) whereby one of them substantially controls the other, or they act jointly or concertedly” has been established shall be made based on, among others, (i) whether substantive interests in the Company Shares have been formulated through a new capital contribution relationship, business alliance relationship, transactional or contractual relationship, interlocking directorate, funding relationship, credit facility relationship, derivatives, stock lending or otherwise; and (ii) the direct or indirect influences that such particular shareholder and such other shareholder(s) would have on the Company.

⁹ The determination of whether or not the act prescribed in (iii) of the body text has taken place shall be made by the Board in accordance with the recommendations from the Independent Committee. The Board may request the shareholders of the Company to provide information to the extent it is necessary for the determination as to whether any act satisfies the said requirements under (iii).

- or investment ratio);
- (e) Contact information in Japan; and
- (f) The law governing the establishment of the Purchaser
- (ii) The number of the Company Shares already held by the Purchaser, and the status of transactions of the Company Shares by the Purchaser during the 60 days prior to the submission of the Statement of Intention; and
- (iii) Outline of the Large-Scale Purchase proposed by the Purchaser (including the type and number of the Company Shares to be acquired by the Purchaser by way of the Large-Scale Purchase, and the purpose of the Large-Scale Purchase (where the purpose is the acquisition of control or participation in the management, pure investment or policy investment, the transfer of the Company Shares to a third party following the Large-Scale Purchase, or the making of important suggestions¹⁰ or the like, the Statement of Intention must state to that effect and specify the details. If there are two or more purposes, all of them must be stated in the Statement of Intention.)).

(C) Provision of Necessary Information

After the submission of the Statement of Intention mentioned in (B) above, the Purchaser will be required to provide the Company with information in Japanese that is necessary and sufficient for shareholders and investors to make a judgment on the Large-Scale Purchase and for the Board to assess and consider the same (the “Necessary Information”) in accordance with the procedures described below.

Within ten Business Days¹¹ following the date of receipt of the Statement of Intention, the Company will send to the Purchaser, at the address provided in the contact information in Japan under (B)(i)(e) above, an information list stating the information items that should be initially provided. Then the Purchaser will be required to submit to the Company sufficient information in accordance with the information list.

If the Board reasonably determines, in light of the substance and manner of, and other circumstances surrounding the Large-Scale Purchase, that the information provided by the Purchaser in accordance with the information list is insufficient for shareholders and investors to make a judgment or for the Board to assess and consider the proposed purchase, the Purchaser will be required to provide additional information to be separately requested by the Board.

Irrespective of the substance and manner of, or other circumstances surrounding the Large-Scale Purchase, the following information items will be included in the information list, in principle:

- (i) Details (including history, specific name, capital structure, business description, financial condition, and name and occupational career of officers, etc.) of the Purchaser and its group (in the event of a joint holder, specially related party or fund, including each of its partners and other members);
- (ii) Purposes (details of purposes disclosed in the Statement of Intention), method and details (including whether or not the Purchaser has the intention to participate in management, type and amount of consideration for the Large-Scale Purchase, timing of the Large-Scale Purchase, structure of the related transactions, the number of shares to be purchased and the ownership percentage after such purchase, and legality of the method of the Large-Scale Purchase) of the Large-Scale Purchase;

¹⁰ Meaning the important suggestions as set forth in Article 27-26, Paragraph 1 of the Financial Instruments Exchange Act, Article 14-8-2, Paragraph 1 of the Order for Enforcement of the Financial Instruments Exchange Act, and Article 16 of the Cabinet Office Order on Disclosure of the Status of Large-Volume Holdings in Share Certificates.

¹¹ “Business day” means any day other than the days listed in each item of Article 1, Paragraph 1 of the Act on Holidays of Administrative Organs. Hereinafter the same applies.

- (iii) Basis of calculation of consideration for the Large-Scale Purchase (including basic facts for the calculation, calculation method, numerical data used for the calculation and details of the synergy expected to be generated by a series of transactions related to the Large-Scale Purchase and, if opinions of any third party have been heard upon the calculation, the name of such third party, summary of such opinions and how the amount was determined based on such opinions);
- (iv) Proof of funds for the Large-Scale Purchase (including the specific name of the provider of funds (including substantial provider), method of raising funds, and details of related transactions);
- (v) Whether or not there is communication on intention with a third party in relation to the Large-Scale Purchase and, if there is such communication, details thereof and summary of such third party;
- (vi) If there is any lease agreement, security agreement, repurchase agreement, purchase/sale option, or any other material agreement or arrangement in relation to the Company Shares already held by the Purchaser (the “Security Agreement, etc.”), specific details of such Security Agreement, etc. including the type of such agreement, counterparty, and the quantity of shares subject to such agreement;
- (vii) If the Security Agreement, etc. is scheduled to be concluded in relation to the Company Shares which the Purchaser plans to purchase in the Large-Scale Purchase or any other agreement is planned to be made with a third party, specific details of such agreement including the type of such agreement planned to be made, counterparty, and the quantity of shares subject to such agreement;
- (viii) Management policy, business plan, capital policy and dividend policy of the Company and the Company’s group after the Large-Scale Purchase;
- (ix) Policy on treatment, etc. of the Company’s employees, trading partners, customers and community, and any other interested party of the Company after the Large-Scale Purchase; and
- (x) Specific measures for avoiding conflicts of interest with other shareholders of the Company.

The Board will appropriately disclose the fact that the Large-Scale Purchase has been proposed by the Purchaser, and promptly disclose the summary of such proposal, summary of the Necessary Information and any other information (if any) which is deemed to be necessary for shareholders or investors to make their decisions.

In addition, when the Board determines that the provision of the Necessary Information by the Purchaser has been made sufficiently, it will notify the Purchaser thereof (the “Completion Notice”) and promptly disclose such fact.

(D) Setting, etc. of Board Assessment Period

After giving the Completion Notice, the Board will set, with the immediately following date as the first day for calculation, either of the periods mentioned in (i) or (ii) below, according to the degree of difficulty, etc. of assessment of the Large-Scale Purchase, as the period for the assessment, consideration, negotiation, formation of opinions and planning of alternatives by the Board (the “Board Assessment Period”), and promptly disclose it. Unless otherwise provided for in the Plan, the Large-Scale Purchase shall be commenced only after the lapse of the Board Assessment Period.

- (i) In the event of tender offer for all of the Company Shares only in consideration for cash (JPY), 60 days at a maximum; or
- (ii) In any other event of the Large-Scale Purchase, 90 days at a maximum.

Provided, however, that in the event of either (i) or (ii) above, only if the Board deems it reasonably necessary, the Board Assessment Period may be extended (for 30 days at a maximum), in which case the Company will notify the Purchaser of such extended period and the specific reason for such

extension, as well as disclose them to its shareholders and investors.

The Board shall fully assess and consider the Necessary Information provided by the Purchaser during the Board Assessment Period, with the advice of outside experts according to need, and consider and examine the details of the Large-Scale Purchase to be made by the Purchaser for the purposes of protection and enhancement of corporate value and shareholders' common interests of the Company. Through such consideration, etc., the Board will gather its opinion on the Large-Scale Purchase with due care, notify the Purchaser thereof, and disclose them to shareholders and investors in a timely and appropriate manner.

In addition, the Board will negotiate with the Purchaser in relation to the conditions and method of the Large-Scale Purchase according to need and, furthermore, the Board may present an alternative to shareholders and investors.

(E) Independent Committee's Advice on Triggering of Countermeasures

Under the Plan, upon triggering or non-triggering of countermeasures, the Independent Committee shall be established as a body to eliminate the Board's arbitrary judgment and secure objectivity and rationality of the Board's judgment and responses, and it shall give advice to the Board on whether or not to trigger countermeasures. The Independent Committee shall only consist of the Company's outside directors (including audit and supervisory committee members), who are independent of the Company's executive management team, in accordance with the Independent Committee Rules (see Exhibit 2 for summary). If the continuation of the takeover response policies under the Plan is approved at the General Meeting, the Company is to elect, at its first Board meeting held after the General Meeting, the three members listed in Exhibit 3 as members of the Independent Committee.

The Independent Committee shall give advice to the Board on whether or not to trigger countermeasures during the Board Assessment Period in accordance with the following procedures, in parallel with the assessment, consideration, negotiation, formation of opinions and planning of alternatives by the Board as described in (D) above. In this regard, for the purpose of ensuring that the Independent Committee's judgment will be made for protecting and enhancing corporate value and shareholders' common interests of the Company, the Independent Committee may, at the Company's expense, obtain advice from outside experts (including investment banks, security companies, financial advisers, certified public accountants, lawyers, consultants and other experts), who are independent of the Company's executive management team.

When the Independent Committee has given advice set forth in (i) or (ii) below to the Board, the Board will promptly disclose the fact and summary of such advice and other matters which the Board considers appropriate.

(i) The Purchaser has failed to perform the procedures set forth in the Plan:

In the event that the Purchaser has violated the procedures set forth in the Plan in any material respect, if such violation is not cured within 5 Business Days from (and excluding) the date on which the Board demanded such Purchaser to cure such violation in writing, then the Independent Committee will give advice to the Board to trigger countermeasures in principle, unless it is obvious that it is necessary not to trigger such countermeasures for the purposes of protection and enhancement of corporate value and shareholders' common interests of the Company or otherwise there are special circumstances.

(ii) The Purchaser has performed the procedures set forth in the Plan:

In the event that the Purchaser has performed the procedures set forth in the Plan, the Independent Committee will give advice to the Board not to trigger countermeasures in principle.

Provided, however, that even if compliance with the procedures set forth in the Plan has been made, when, for example, such Purchase is considered to significantly impair the corporate value and shareholders' common interests of the Company due to any events listed in (a) to (j) below and it is determined reasonable to trigger countermeasures, then the Independent Committee may exceptionally give advice the Board to trigger countermeasures.

- (a) If the Purchaser is considered to have purchased or seek to purchase the Company Shares only for the purpose of driving up the stock price and causing the Company or the Company's affiliate to purchase the Company Shares (so-called greenmailer) notwithstanding that the Purchaser has no genuine intention to participate in management of the Company,;
- (b) If the Purchaser is considered to have purchased the Company Shares for the purpose of temporarily controlling the management of the Company and transferring the assets of the Company or the Group, including intellectual property rights, know-hows, trade secret, major trading partners or customers that are necessary for business management of the Company or the Group, to such Purchaser or its group companies;
- (c) If the Purchase is considered to, after obtaining the control over the management of the Company, cause obvious damage to the corporate value or shareholders' common interests of the Company by way of diverting the assets of the Company or the Group to securing or repaying obligations of such Purchaser or its group companies;
- (d) If the Purchaser is considered to have purchased the Company Shares for the purpose of temporarily controlling the management of the Company, causing the Company to dispose of expensive assets such as real estate and securities, which are presently not related to the business of the Company or the Group, by way of sale or otherwise, and causing the Company to temporarily pay high dividends with the proceeds of such disposal or selling off the Company Shares at high price at the timing of sharp rise in stock prices due to a temporary high dividend;
- (e) If the method of purchase of the Company Shares proposed by the Purchaser is considered to be likely to restrict opportunity or freedom of judgment of shareholders and virtually force shareholders to sell their Company Shares, including so-called coercive two-tier purchase (i.e. the Purchase of shares such as a tender offer, in which the purchase conditions in the second stage of purchase are set unfavorably than those in the first stage, or are not stated clearly);
- (f) If the purchase conditions of the Company Shares offered by the Purchaser (including, but not limited to, type and amount of consideration for the purchase, basis of calculation of such amount, other specific terms (including the timing and method of such purchase), illegality and feasibility) are considered to be significantly insufficient or inappropriate in the light of the corporate value of the Company;
- (g) If the Purchase is considered to be likely to significantly hinder the protection and enhancement of corporate value and shareholders' common interests of the Company, including cases where the obtaining of control by the Purchaser destroys the relationship not only with the Company's shareholders but also its customers, employees or other interested parties as the source of the corporate value, and the corporate value or shareholders' common interests of the Company are expected to be significantly damaged;
- (h) If the corporate value of the Company in the event that the Purchaser obtains the control over the Company is considered to be significantly inferior to the corporate value of the Company in the event that such Purchaser does not obtain the control, in terms of comparison with medium- to long-term future corporate value;
- (i) If the Purchaser is considered to be significantly inappropriate to become a controlling shareholder of the Company in terms of public policy, including cases where the

management team or major shareholders or investors of the Purchaser includes any person affiliated with anti-social forces or terrorist-related organization; or

- (j) In any other case equivalent to (a) to (i) above, when (i) it is objectively and reasonably determined that the corporate value or shareholders' common interests of the Company are likely to be significantly damaged, and (ii) countermeasures are not triggered at that time, and if the Purchase is considered to be unable to avoid or likely to be unable to avoid such significant damage to the corporate value or shareholders' common interests of the Company.

(F) Resolution of the Board

The Board shall respect the Independent Committee's advice set forth in (E) above as much as possible, and promptly pass a resolution on triggering or non-triggering of countermeasures or any other necessary resolution based on such advice, for the purposes of protection and enhancement of corporate value and shareholders' common interests of the Company.

Even if the Independent Committee has given advice to or not to trigger countermeasures, (i) when the Board deems, taking into consideration various reasons such as the details of the Large-Scale Purchase by the Purchaser and the time required for holding a shareholders' meeting and in light of the relevant laws and regulations and the due care of a good manager of directors of the Company, it practically appropriate to hold a shareholders' meeting of the Company in addition to consultation to the Independent Committee in order to confirm the shareholders' will or (ii) when the Purchaser is in compliance with the procedures under the Plan and the Board intends to trigger countermeasures, then the Board shall hold a shareholders' meeting of the Company in a manner described in (G) below, in order to ask shareholders whether or not to trigger countermeasures.

In addition, even after the resolution of triggering of countermeasures by the Board or after the triggering of such countermeasures, if (i) the Purchaser has cancelled the Large-Scale Purchase or (ii) there is any change in the facts based on which the determination of whether or not to trigger countermeasures has been made, which resulted in circumstances where it is not considered reasonable to trigger countermeasures for the purposes of protection and enhancement of corporate value and shareholders' common interests of the Company, then the Board shall pass a resolution of cancellation of triggering of countermeasures.

When said resolution has been passed, the Board will promptly disclose the summary of such resolution and any other matters which the Board considers appropriate.

(G) Convocation of Shareholders' Meeting of the Company

Upon determining whether or not to trigger countermeasures pursuant to the Plan, (i) when the Board deems, taking into consideration various reasons such as the details of the Large-Scale Purchase by the Purchaser and the time required for holding a shareholders' meeting and in light of the relevant laws and regulations and the due care of a good manager of directors of the Company, it practically appropriate to consult the Independent Committee as well as hold a shareholders' meeting of the Company in order to confirm the shareholders' will or (ii) when the Purchaser is in compliance with the procedures under the Plan and the Board intends to trigger countermeasures, then the Board will convene shareholders' meeting of the Company as soon as possible. In such case, the Large-Scale Purchase shall be performed after the rejection of a resolution of triggering of countermeasures at the shareholders' meeting of the Company and the conclusion of such shareholders' meeting. If a resolution of triggering of countermeasures under the Plan has been passed at the shareholders' meeting of the Company, the Board shall pass a resolution of triggering of countermeasures under the Plan against such Large-Scale Purchase.

If a resolution of triggering of countermeasures under the Plan has been rejected at such shareholders' meeting, the Board will not trigger countermeasures under the Plan against such Large-

Scale Purchase.

Even when procedures for convening such shareholders' meeting have been performed, if the Board subsequently determines it reasonable to pass a resolution of non-triggering of countermeasures or pass a resolution of triggering of countermeasures at a Board meeting, then the Company may suspend the procedures for convening such shareholders' meeting of the Company. In the event of such resolution, the Company will also promptly disclose the summary of such resolution and any other matters which the Board considers appropriate.

(2) Specific Details of Countermeasures under the Plan

Countermeasures to be triggered by the Company under the Plan shall be gratis allotment of stock acquisition rights (the "Stock Acquisition Rights") in principle.

While summary of gratis allotment of the Stock Acquisition Rights shall be as described in Exhibit 4 "Summary of Gratis Allotment of the Stock Acquisition Rights," in the event of actual gratis allotment of the Stock Acquisition Rights, the Company may set forth certain exercise period, exercise conditions and acquisition provision taking into consideration their effect as countermeasures against the Large-Scale Purchase, such as (i) exercise conditions to the effect that exercise of rights by certain Purchaser, as well as its joint holder and specially related party and any other person substantially controlled by them or any other person acting in cooperation or coordination with them as determined by the Board through prescribed procedures (the "Exceptional Persons") shall not be permitted to exercise the rights, and/or (ii) acquisition provision to the effect that when the Company acquires a part of the Stock Acquisition Rights, the Company may only acquire the Stock Acquisition Rights held by any other holders of the Stock Acquisition Rights other than the Exceptional Persons. Furthermore, acquisition of the Stock Acquisition Rights through transfer shall be subject to approval of the Board.

When countermeasures under the Plan have been triggered, the Company will promptly disclose the summary of the relevant resolution and any other matters which the Board considers appropriate.

(3) Effective Term, Abolition and Modification of the Plan

The effective term of the Plan shall expire at the conclusion of the ordinary shareholders' meeting for the last fiscal year ending within one (1) year from the date of the General Meeting.

Provided, however, that even before the expiration of such effective term, if a resolution of modification or abolition of the Plan has been passed at a shareholders' meeting of the Company, the Plan shall be modified or abolished at that time in accordance with such resolution. In addition, if a Board meeting consisting of directors elected by a shareholders' meeting of the Company has passed a resolution of abolition of the Plan, the Plan shall be abolished at that time.

When the Board deems it necessary to make a formal modification associated with an amendment to the Companies Act, Financial Instruments and Exchange Act, or any other laws or regulations or rules of a financial instruments exchange, or change in interpretation or operation thereof or change in tax system or court case, the Board may amend or modify the Plan based on the opinion of the Independent Committee from time to time. On the other hand, when the Board modifies the Plan in a manner in which shareholders of the Company are substantially affected, the Board will ask for the approval of shareholders by referring such modification to the upcoming shareholders' meeting.

When the Plan has been abolished or any modification has been made to the Plan in a manner in which shareholders of the Company are substantially affected, the Company will promptly disclose the fact of such abolition or modification and (in the event of modification) the details of such modification and any other matters which the Board considers appropriate.

3. Rationality of the Plan

The Plan satisfies the three principles (the principle of protecting and enhancing corporate value and

shareholders' common interests, the principle of prior disclosure and shareholders' will, and the principle of ensuring the necessity and reasonableness) prescribed by the "Guidelines Regarding Takeover Defense for the Purposes of Protection and Enhancement of Corporate Value and Shareholders' Common Interests" published by the Ministry of Economy, Trade and Industry and the Ministry of Justice on May 27, 2005, and conforms to the "Takeover Defense Measures in Light of Recent Environmental Changes" published by the Corporate Value Study Group on June 30, 2008, "Principle 1-5. So-called Takeover Defense" of the "Corporate Governance Code" published on June 1, 2015, and revised on June 1, 2018 and June 11, 2021 by the Tokyo Stock Exchange and the Guidelines for Corporate Takeovers, and any other practice and discussions regarding the takeover response policies, and has a high degree of rationality.

(1) Principle of Protecting and Enhancing Corporate Value and Shareholders' Common Interests

As mentioned in 1. Above, the Plan will be introduced and continued for the purpose of allowing, upon Large-Scale Purchase of Company Shares, (i) the shareholders to determine whether to accept such Large-Scale Purchase, or (ii) the Board to collect necessary information and the time to propose a counterplan and negotiate with the Purchaser on behalf of the shareholders, in order to protect and enhance the corporate value and the common interests of shareholders of the Company.

(2) Principle of Prior Disclosure and Shareholders' Will

The Plan has been introduced by an approval at the Company's general meeting of shareholders after the disclosure of its purpose, details, and expected results and thereafter continued. The Board has resolved to propose the continuation of the Plan at the General Meeting and the purpose, details and expected results of the Plan are disclosed herein.

As mentioned in 2. (3) above, even after the Plan is approved by the General Meeting, (i) if the Company's subsequent shareholders' meeting adopts a resolution to amend or cancel the Plan, the Plan will be amended or cancelled in accordance with such resolution, and (ii) if the Board comprising of directors appointed at the Company's shareholders' meeting adopts a resolution to cancel the Plan, the Plan will be cancelled at that time. Accordingly, the introduction, continuation and cancellation of the Plan fully reflect the shareholders' will, subject to prior disclosure of information.

As stated in 2. (1) (F) and (G), even if the countermeasures are commenced pursuant to the Plan, when the Purchaser is in compliance with the procedures provided in the Plan and the Board intends to resolve the implementation of countermeasures, the Company shall convene the Company's general meeting of shareholders to confirm the shareholders' will. If the Purchaser does not comply with the procedures provided in the Plan and intends to conduct the Large-Scale Purchase, the Company may, while respecting recommendations by the Independent Committee as much as possible, have to implement the countermeasures without convening a general meeting of shareholders to confirm the shareholders' will. As above, shareholders' will is to be respected to the maximum extent possible under the Plan.

(3) Principle of Ensuring the Necessity And Reasonableness

(A) Placing Importance on Judgments of Highly Independent Outsiders and Thorough Information Disclosure

As mentioned in 2. above, the Company has established the Independent Committee, which consists of the Company's outside directors, for the purpose of (i) preventing the Board from making arbitrary decisions on the triggering of countermeasures against Large-Scale Purchase under the Plan, and (ii) ensuring the objectivity and rationality of the Board's decisions and responses, and the Board will respect the Independent Committee's advice on the resolution whether or not to trigger countermeasures as much as possible. Additionally, for the purpose of ensuring that the Independent

Committee's judgment will be made for protecting and enhancing the corporate value and common interests of shareholders of the Company, the Independent Committee may, at the Company's expense, obtain advice from outside experts (including investment banks, security companies, financial advisers, certified public accountants, lawyers, consultants and other experts), who are independent of the Company's executive management team.

Additionally, the Company will disclose to shareholders and investors the outline of the Independent Committee's judgment in order to ensure that the Plan will be implemented transparently, thereby protecting and ensuring the corporate value and common interests of shareholders of the Company.

(B) Establishment of Reasonable and Objective Implementation Criteria

As mentioned in 2. Above, the Plan will not be implemented unless the reasonable and objective implementation criteria is fulfilled, thereby preventing the Board from making arbitrary decisions.

(C) The Plan is Not a Dead-Hand or Slow-Hand Takeover Response Policies

As mentioned in 2. (3) above, the Plan may be cancelled at any time by the Board comprising of directors appointed at the Company's shareholders' meeting. Therefore, the Plan is not a dead-hand takeover response policies (a takeover response policies in which even if a majority of the members of the Board are replaced, the triggering of the takeover response policies cannot be stopped).

Also, as the Company has not adopted a system of staggered terms of office, the Plan is not a slow-hand takeover response policies either (a takeover response policies in which triggering takes more time to stop due to the fact that all members of the Board cannot be replaced at once).

4. Impact on Shareholders and Investors

(1) Impact on Shareholders and Investors upon the Continuation of the Plan

No Stock Acquisition Rights will be issued upon the continuation of the Plan. Therefore, the continuation of the Plan will have no direct or actual impact on the legal rights and economic interests of the shares in the Company owned by the shareholders.

As mentioned in 2. (1) above, the Company's response to the purchase will depend on whether or not the Purchaser complies with the Plan, so the shareholders and investors are encouraged to keep a close watch on the Purchaser.

(2) Impact on Shareholders and Investors Upon a Gratis Allotment of the Stock Acquisition Rights

If the Board decides to trigger countermeasures and makes a gratis allotment of the Stock Acquisition Rights, it will make a gratis allotment of the Stock Acquisition Rights to the shareholders who are recorded in the shareholders registry as of the Allotment Date set forth separately, for up to one Stock Acquisition Right per share held by such shareholder. Under this system, the value per Company Share held by the shareholders will be diluted upon the gratis allotment of the Stock Acquisition Rights; however, there will be no dilution of the value of the aggregate Company Shares held by the shareholders, and therefore, no direct or specific impact is expected on the legal rights and economic interests of the Company Shares owned by the shareholders.

Provided, however, that the legal rights or economic interests of the Exceptional Persons may somehow be impacted by the triggering of countermeasures.

In addition, even after the Company passes a resolution for gratis allotment of the Stock Acquisition Rights, the Company may subsequently determine to cancel the triggering of countermeasures, which may cause change in the price of Company Shares. For instance, in the event that after the determination

of shareholders who should receive a gratis allotment of the Stock Acquisition Rights, the Company cancels the triggering of countermeasures and acquires the Stock Acquisition Rights without consideration and does not issue new shares, there will be no dilution of the economic value per Company Shares held by the shareholders, and therefore, it should be noted that shareholders and investors, who traded on the premise that dilution of the economic value per Company Share would occur, may suffer loss due to fluctuations in the share price.

If the exercise or acquisition of Stock Acquisition Rights are subject to discriminative conditions, the legal rights or economic interests of the Exceptional Persons may be impacted upon such exercise or acquisition; however, this is not expected to have direct and specific impact on the legal rights and economic interests of the Company Shares held by the shareholders other than the Exceptional Persons.

(3) Shareholders' Procedures for Gratis Allotment of the Stock Acquisition Rights

The shareholders recorded in the shareholders registry as of the end of the Allotment Date of the Stock Acquisition Rights will become entitled to be granted the Stock Acquisition Rights on the effective date of such gratis allotment of the Stock Acquisition Rights, and will not need to take any procedure.

In addition, if the Company acquires the Stock Acquisition Rights subject to gratis allotment with an acquisition provision, the shareholders will receive the Company Shares as consideration for the acquisition of the Stock Acquisition Rights by the Company without making any cash payment in the amount equivalent to the exercise price of the Stock Acquisition Rights. Provided, however, that the Stock Acquisition Rights held by the Exceptional Persons may not be acquired.

After the Board passes a resolution for the gratis allotment of the Stock Acquisition Rights, the Company will disclose or notify, in a timely and appropriate manner, the details of procedures (e.g. method of allotment, exercise and acquisition by the Company, and the method of issuing shares) in accordance with the applicable laws and regulations or the regulations of the financial instruments exchange, so please check such disclosure or notification.

End

Company's Share Information

As of March 31, 2025

- (1) Total number of authorized shares 30,000,000 shares
- (2) Total number of outstanding shares 9,127,338 shares (19,534 shares of which are treasury shares)
- (3) Number of shareholders 1,468 shareholders

(4) Large Shareholders

Name of Shareholders	Status of shareholding	
	Number of shares (thousands)	Shareholding Ratio (%)
Freesia Macross Corporation	1,796	19.73%
GLOBAL ESG STRATEGY (Standing Proxy : Tachibana Securities Co., Ltd.)	654	7.18%
BBH FOR FIDELITY LOW-PRICED STOCK FUND (Standing Proxy : MUFG Bank, Ltd.)	611	6.72%
NIPPO Employee Shareholding Association	588	6.46%
FUJIMI INCORPORATED	337	3.71%
GLOBAL ESG STRATEGY (Standing Proxy : Phillip Securities Japan, Ltd.)	324	3.56%
GLOBAL ESG STRATEGY2 (Standing Proxy : Tachibana Securities Co., Ltd.)	301	3.31%
Sumitomo Mitsui Banking Corporation	274	3.01%
Kisao Tanaka	232	2.55%
MUFG Bank Ltd.	216	2.38%

(Note)1. The calculations of the shareholding ratios do not include the treasury shares (19,534 shares) held by the Company.

The treasury stock does not include 84,900 shares held by The Nomura Trust and Banking Co., Ltd. (NIPPO Employee Shareholding Association Trust Account) as the "Trust-type Employee Shareholding Incentive Plan (E-Ship)".

2. In the amendment report of the large-volume holding report that was published as of March 27, 2025, it is stated that the following shares are held by Swiss-Asia Financial Services Pte. Ltd. as of March 19, 2025. However, as we have not been able to confirm the actual number of such shares as of March 31, 2025, it is not included in the status of shareholding above.

The content of such amendment report of the large-volume holding report is as follows.

Name	Address	Number of shares held(thousands)	Shareholding ratio (%)
Swiss-Asia Financial Services Pte. Ltd.	9 Raffles Place, Unit 53-01 Republic Plaza, Singapore 048619	1,354	14.84

Summary of the Independent Committee Rules

1. The Independent Committee shall be established by the resolution of the Board for the purpose of preventing the Board from making arbitrary decisions on the triggering of countermeasures against Large-Scale Purchase and thereby ensuring the objectivity and rationality of the Board's decisions and responses.
2. The Independent Committee shall consist of three (3) or more members of the Company's outside directors who are independent of the Company's executive management team. The Company shall enter into an agreement with the Independent Committee, which has provisions concerning due care of a good manager and confidentiality obligation.
3. The term of the Independent Committee members shall be until the day of the ordinary shareholders' meeting closing held with respect to the last fiscal year ending within one (1) year after appointment, or a date otherwise agreed upon between the Independent Committee member and the Company. This shall not apply if the resolution of the Board sets forth otherwise.
4. The Independent Committee shall be convened by the Company's Representative Director or a member of the Independent Committee.
5. The chairperson of the Independent Committee shall be elected from among the Independent Committee members.
6. In principle, resolutions of the Independent Committee shall be made with a majority vote of the members present at a meeting attended by all members of the Independent Committee. If, however, any of the Independent Committee members are unable to attend or there are other special reasons, resolutions shall be made with a majority vote of members present at a meeting attended by all members of the Independent Committee except for such Independent Committee member.
7. The Independent Committee shall discuss and resolve on the matters set forth in (1) through (4) below, and shall give advice to the Board accompanied by the reasons for such resolution:
 - (1) Whether to trigger countermeasures with regard to the Plan;
 - (2) Whether to cancel the triggering of the countermeasures with regard to Plan;
 - (3) Cancellation or amendment of the Plan; and
 - (4) Other matters that the Board should voluntarily consult with the Independent Committee with regard to the Plan

During the discussions and resolutions at the Independent Committee, each Independent Committee member shall make decisions from the viewpoint of whether or not such decisions will contribute to the corporate value and the common interests of shareholders of the Company, and shall not have the aim of pursuing his/her personal benefit or that of the Company's executive management team.
8. The Independent Committee may, when necessary, ask the Company's directors, employees or others that the Independent Committee considers necessary, to attend the Independent Committee and seek opinions on or explanation of the matters requested by the Independent Committee from them.
9. The Independent Committee may, upon the performance of its duties and at the Company's expense, obtain advice from outside experts (including investment banks, securities companies, financial advisers, certified public accountants, lawyers, consultants and other experts), who are independent of the Company's executive management team.

End

Names and Brief Histories of the Independent Committee Members (as of June 24, 2025)

Name	Brief history	
Tsutomu Umeno (Born in March 1951)	Sept. 1976	Joined Honda Motor Co., Ltd.
	Sept. 1995	President and CEO of Honda Australia Pty., Ltd.
	Jun. 1998	General Manager of East Asia-Oceania Division of Honda Motor Co., Ltd.
	Apr. 2000	Representative Director of VOLKSWAGEN Group Japan KK
	Jul. 2001	President and Representative Director of VOLKSWAGEN Group Japan KK
		Executive member of the Volkswagen AG Group
	May 2005	Chairman of Japan Automobile Importers Association
	Feb. 2008	Chairman and Representative Director of VOLKSWAGEN Group Japan KK
	Jul. 2009	Managing Partner of M&C Saatchi Ltd.
	Jun. 2010	Outside Director of Mitsui Kinzoku ACT Corporation
	Jun. 2015	Outside Director of SHIMOJIMA Co., Ltd. (present position)
	Jun. 2020	Outside Director of the Company (Audit and Supervisory Committee Member) (present position)
Keiko Ikeda (Born in August 1956)	Apr. 1983	Registered as a lawyer
	Aug. 1986	Opened IKEDA LAW OFFICE (currently known as IKEDA LAW & PATENT OFFICE), Partner (present position)
	Jul. 2000	Registered as a patent attorney
	Apr. 2017	Chairperson of Aichi Bar Association
		Vice-President of Japan Federation of Bar Associations
	Apr. 2018	Chairperson of CHUBU Federation of Bar Associations
	May 2019	Outside Director of Kanemi Co., Ltd.
	Jun. 2019	Outside Director of CHUBU-NIPPON BROADCASTING CO.,LTD. (present position)
	Jun. 2020	Outside Director of the Company (Audit and Supervisory Committee Member) (present position)
		Outside Corporate Auditor of TOHO GAS Co., Ltd (present position)
	May 2023	Outside Director of Kanemi Co., Ltd. (Audit and Supervisory Committee Member) (present position)

Hirokazu Tamaoki (Born in May 1962)	Apr. 1986	Joined Asahi Glass Co., Ltd. (currently known as AGC Inc.)
	Oct. 1991	Joined Deloitte Touche Tohmatsu (currently known as Deloitte Touche Tohmatsu LLC)
	Mar. 1995	Registered as a certified public accountant
	Jul. 1997	Director of Tamaoki CPA Office (present position)
	Jul. 2002	Joined Sakae Audit Corporation
	May. 2003	Member of Sakae Audit Corporation
	Jun. 2005	Outside Director of Taitec Corporation
	Nov. 2007	Representative Member of Sakae Audit Corporation (present position)
	Apr. 2010	Outside Director of Techno Horizon Co., Ltd.
	Jun. 2024	Outside Director of the Company (Audit and Supervisory Committee Member) (present position)

* Mr. Tsutomu Umeno, Ms. Keiko Ikeda and Mr. Hirokazu Tamaoki have been notified as independent directors in accordance with the rules of Tokyo Stock Exchange and Nagoya Stock Exchange.

* There are no special interests or transactional relationships between each of Mr. Tsutomu Umeno, Ms. Keiko Ikeda and Mr. Hirokazu Tamaoki, and the Company.

Summary of Gratis Allotment of the Stock Acquisition Rights

1. Total number of Stock Acquisition Rights to be allotted

The total number of Stock Acquisition Rights to be allotted shall be the number separately prescribed by the Board in the Gratis Allotment Resolution (as defined below), but not exceeding the total number of Company Shares issued at the end of the day (the “Allotment Date”) (excluding the number of Company Shares held by the Company at such time) separately determined by the Board by its resolution regarding the gratis allotment of the Stock Acquisition Rights (the “Gratis Allotment Resolution”).

2. Shareholders subject to allocation

The Board shall make a gratis allotment of the Stock Acquisition Rights to the shareholders who are recorded in the shareholders registry as of the end of the Allotment Date at a ratio separately specified by the Board in the Gratis Allotment Resolution, but not exceeding one Stock Acquisition Right per common share of the Company held by such shareholders (excluding the Company Shares held by the Company at such time).

3. Effective date of the gratis allotment of the Stock Acquisition Rights

The effective date shall be separately determined by the Board by the Gratis Allotment Resolution.

4. Class and number of shares underlying the Stock Acquisition Rights

The class of shares underlying the Stock Acquisition Rights shall be the common share of the Company. The number of shares underlying a Stock Acquisition Right shall be the number separately determined by the Board by the Gratis Allotment Resolution, but not exceeding one share per Stock Acquisition Right; provided, however, that necessary adjustments shall be made in case the Company conducts a share split or consolidation of shares.

5. Details and value of the assets to be contributed upon the exercise of the Stock Acquisition Rights

Contributions made upon the exercise the Stock Acquisition Rights shall be cash, and the amount of cash per common share of the Company of the assets contributed in exercising the Stock Acquisition Rights shall be separately determined by the Board by the Gratis Allotment Resolution but shall be one yen or more.

6. Restriction on transfer of Stock Acquisition Rights

The transfer of the Stock Acquisition Rights shall be subject to the Board’s approval.

7. Conditions for exercising the Stock Acquisition Rights

The conditions for exercising the Stock Acquisition Rights shall be separately determined by the Board (the Board may set forth certain exercise conditions taking into consideration the effect as countermeasures against the Large-Scale Purchase., such as exercise conditions to the effect that exercise of rights by certain Purchaser., determined by the Board through prescribed procedures and its joint holder and specially related party as well as any other person substantially controlled by them or any other person acting in cooperation or coordination with them as recognized by the Board (the “Exceptional Persons”) shall not be granted).

8. Acquisition of Stock Acquisition Rights by the Company

The Company may, on a date separately determined by the Board, set forth certain acquisition provision to the effect that the Company may acquire all of the Stock Acquisition Rights or only those held by holders of the Stock Acquisition Rights other than the Exceptional Persons.

9. Acquisition without consideration in case the triggering of countermeasures is cancelled

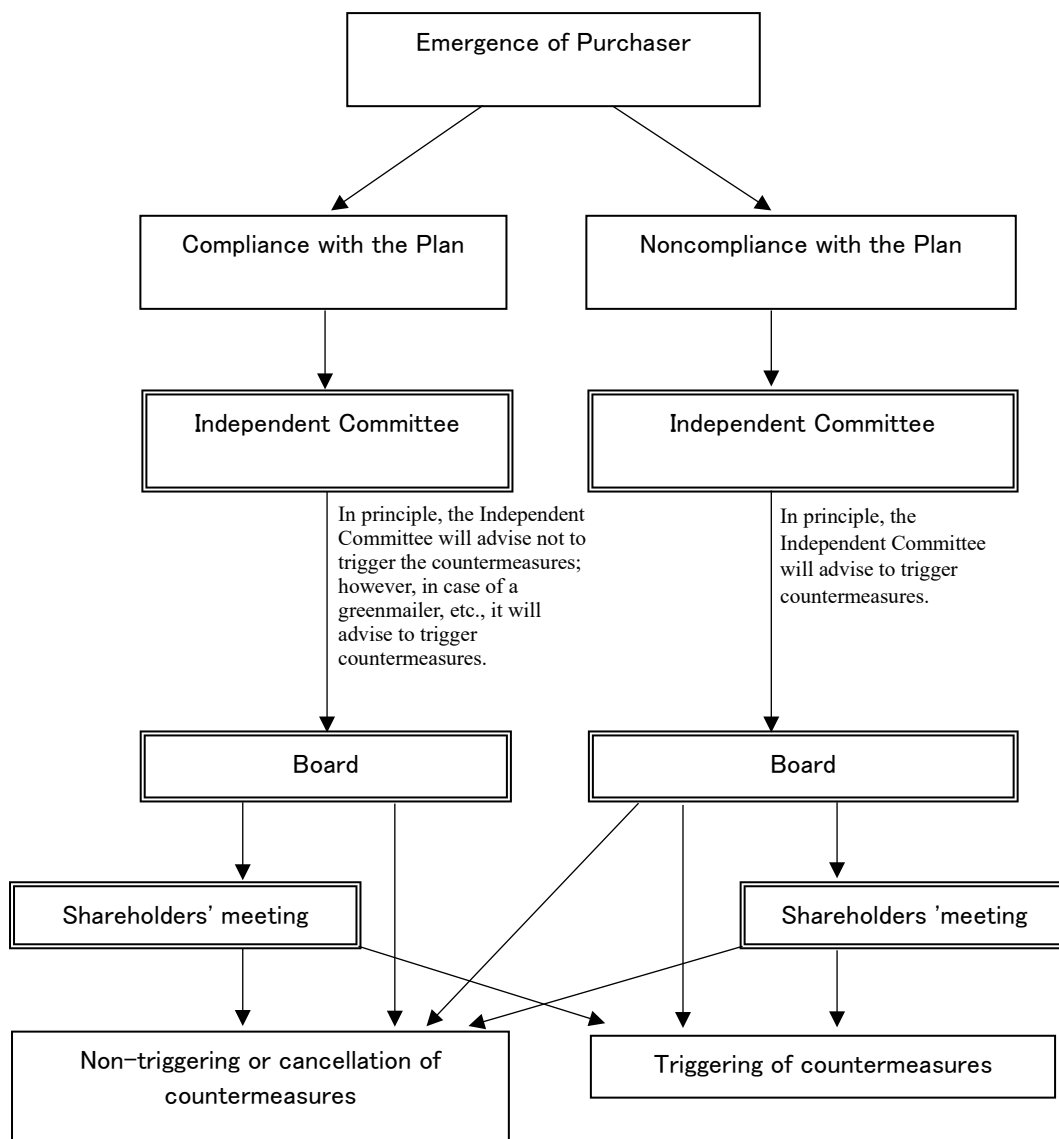
If the Board cancels the triggering of countermeasures or in other cases determined by the Board by the Gratis Allotment Resolution, the Company may acquire all of the Stock Acquisition Rights without consideration.

10. Exercise period of the Stock Acquisition Rights

The exercise period of the Stock Acquisition Rights and other necessary matters shall be separately determined by the Board by the Gratis Allotment Resolution.

End

Conceptual Diagram of the Plan



* This diagram shows a summary of the procedures involved in the Plan. For more details, please refer to the main text of the Proposal.

(Objections from GLOBAL ESG STRATEGY, our shareholder)

The Company received a shareholder proposal (the “Shareholder Proposal”) on the subject of the abolishment of the takeover defense measures (currently, takeover response policies) from GLOBAL ESG STRATEGY, our shareholder (the “Proposing Shareholder”). Considering the content of such proposal, if the Company’s proposal is passed, it results in the rejection of the Shareholder Proposal. Therefore, it has been decided not to treat the Shareholder Proposal as an individual agenda at the General Meeting. The following is the agenda, content and its grounds stated in the Shareholder Proposal and the opinion of the Board upon such Shareholder Proposal.

The following proposal (Summary of Agenda) and the grounds therefor are the original text of the relevant sections of the Shareholder Proposal submitted by the Proposing Shareholder (the grounds for proposal are the summary submitted by the Proposing Shareholder).

(1) Summary of Agenda

To abolish the countermeasures to large-scale purchase of the Company’s shares (Takeover Defense Measures), which was introduced at the Company’s Board meeting on April 23, 2019, was resolved to be continued at the 68th Ordinary General Meeting of Shareholders, and most recently, was decided to be continued at the Company’s Board meeting as of May 21, 2024 and the 73rd Ordinary General Meeting of Shareholders

(2) Grounds for Proposal

In the opinion of the board of directors in response to GLOBAL ESG STRATEGY’s objection to the continuation of takeover defense measures at last year’s general meeting, the Company cited a decision by the Nagoya High Court stating that “the introduction of such takeover defense measures has been approved by a large majority of shareholders by resolutions of each general meeting of shareholders of the Company” as of 2021, as justification for the “reintroduction” of the takeover defense measures⁶.

However, the approval rate for the continuation of the takeover defense measures at last year’s general meeting was only 52.85%⁷, which is slightly above the majority, and it can no longer be said that the large majority of shareholders approve it. It has already been 6 years since 2019, when the decision to reintroduce the takeover defense measures was made. During this period, the social conditions and perspectives on corporate control have significantly changed. The continuation of the takeover defense measures is now clearly a retrograde measure, and it should be abolished from the perspective of allowing market discipline to function. The current takeover defense measures are effective until the conclusion of this 74th General Meeting of Shareholders⁸, and GLOBAL ESG STRATEGY proposes not to renew them.

⁶ The Company’s Notice of the 73rd Ordinary General Meeting of Shareholder
https://www.nip.co.jp/english/ir/assets/73-syousyu_en.pdf

⁷ The Company’s Extraordinary Report dated June 26, 2024
<https://www.nip.co.jp/ir/assets/20240626-2.pdf>

⁸ The Company’s takeover defense measures: 2. Details of the Plan, (3) Effective term, abolishment and amendment of the Plan

Opinion of the Board of Directors

The Company and its subsidiaries (the “Group”) work closely with customers and exchange confidential information related to technology, some of which are core technologies that are very important to the customers and are used for the Group’s main business.

Under these circumstances, if a large-scale purchase is made to the Company without sufficient consideration and a change of control is implemented, it is possible that the corporate value of the Group and the shareholders’ common interests cannot be protected if, together with the risk of leakage of such confidential information, the Group is prohibited from using, and required to return, confidential information provided to the Group by its customers.

Based on such circumstances, the Company’s Board of Directors has concluded that, in order to protect the corporate value of the Group and the shareholders’ common interests, it is necessary to continue the “Takeover Response Policies” that ensure a process where it may request information from the large-scale purchaser, followed by consideration and assessment of such information by the Company’s Board of Directors. By the affirmative votes of all directors, including all of the independent outside directors, it was resolved that this will be submitted as an agenda item at this Ordinary General Meeting of Shareholders.

Since the Company reintroduced the “Takeover Response Policies” in 2019, there have been significant changes in social conditions and attitudes on corporate control. In the midst of such changes, the Ministry of Economy, Trade and Industry published the “Guidelines for Corporate Takeovers—Enhancing Corporate Value and Securing Shareholders’ Interests—” (the “Guidelines for Corporate Takeovers”) in August, 2023.

In the Guidelines for Corporate Takeovers, the term previously defined as “Takeover Defense Measures” was changed to “Takeover Response Policies”. In addition, based on the implementation status of the Guidelines in 2005, subsequent court precedents, and changes in the voting behavior of institutional investors, etc. the following statements have been included, stating the significance of establishing Takeover Response Policies.

- There is a possibility that corporate value and the shareholders’ common interests may be harmed, if the acquisition is made without providing the target company and its shareholders the necessary time and information, or if the acquiring party acquires corporate control for the purpose of obtaining unjustified profits at the expense of the target company and its general shareholders.
- Currently, companies do not deal with such situations only through legal processes such as the tender offer regulation. Rather, depending on the circumstance, they may adopt a response policy including possible countermeasures against acquisitions typically using gratis issue of stock acquisition rights with unequal terms (Takeover Response Policies), and invoke the countermeasure based on this policy, which has been recognized by court decisions as lawful in some cases.
- If used appropriately, such Takeover Response Policies may enable the shareholders to be furnished with sufficient information and time to consider, equip the board of directors with negotiating power in relation with the acquiring party, and contribute to ensure shareholders’ common interests and transparency by extracting more favorable acquisition terms from the acquiring party or other third parties.

Based on the contents of the Guidelines for Corporate Takeovers, the Company revised the “countermeasures to large-scale purchase of the Company’s shares” that have been approved by the shareholders at each Ordinary General Meeting of Shareholders since 2019 to “response policies to large-scale purchase of the Company’s shares” and have revised the following points in particular. At the 73rd Ordinary General Meeting of Shareholders held on June 25, 2024, the Company obtained approval with respect to continuation of the response policies to large-scale purchase of the Company’s shares.

- (i) Regarding the Independent Committee, whose advice is to be respected at the Company’s Board of Directors as much as possible, it has been decided to include the statement also into the Independent Committee Rules that the Independent Committee consists of independent outside directors; and
- (ii) It has been decided that, when the Purchaser is in compliance with the procedures pursuant to the Plan and the Company’s Board of Directors intends to resolve to implement countermeasures, a general meeting of shareholders shall be convened to take a resolution regarding whether or not to

implement the countermeasures.

On the other hand, the Shareholder Proposal seeks the abolishment of the takeover defense measures as “it has already been 6 years since 2019, when the decision to reintroduce the takeover defense measures was made, and the continuation of the takeover defense measures is now clearly a retrograde measure”.

Based on the contents of the Guidelines for Corporate Takeovers, the Company revised the “response policies to large-scale purchase of the Company’s shares”. Also, the situation requiring a policy for dealing with takeovers in the Group has not changed, and it cannot be deny the possibility of a large-scale purchase that would damage the enhancement of corporate value and the common interests of shareholders.

Accordingly, the Company’s Board of Directors proposes the Proposal No.3.

<Shareholder Proposal (Proposals No. 4 to 5)>

Proposals No. 4 to 5 are proposals made by GLOBAL ESG STRATEGY (the “Proposing Shareholder”), a shareholder of the Company. The following proposal (Summary of Agenda) and the grounds therefor are the original text of the relevant sections of the Shareholder Proposal submitted by the Proposing Shareholder (the grounds for proposal are the summary submitted by the Proposing Shareholder).

Shareholder Proposal

Proposal No. 4: Appropriation of surplus

(1) Summary of Agenda

The appropriation of surplus is decided as follows.

Regarding this agenda, in the event that any of the board of directors of the Company or the Company’s shareholders other than GLOBAL ESG STRATEGY makes a proposal to the appropriation of surplus at the General Meeting of Shareholders, such proposal shall be added separately from the following.

(A) Types of dividends

Cash

(B) Dividend amount per share

JPY 176, less the amount of surplus dividend per share under the agenda regarding appropriation of surplus approved at the General Meeting of Shareholders submitted by the board of directors of the Company or the Company’s shareholders other than GLOBAL ESG STRATEGY (if such agenda regarding appropriation of surplus is not submitted at the General Meeting of Shareholders, JPY 176). In the event that the amount of net income for the year exceeds JPY 1.38 billion, the above amount of JPY 176 shall be read as an amount equivalent to 10% of the dividend on equity (DOE, calculated by dividing the total dividend amount by the total net assets as stated in the consolidated financial statements).

(C) Allocation of dividend property and the total amount

Dividend amount per share as described in (B) above

(The total dividend amount is obtained by multiplying the dividend amount per share by the total number of the Company’s issued shares as of March 31, 2025 (excluding treasury shares))

(D) Effective date of the dividend of surplus

The day of the General Meeting of Shareholders

(E) Dividend payment start date

July 15, 2025 (Tuesday)

(2) Grounds for Proposal

The Company announced in its “Long-term Business Targets for 2031”¹ that it will set the maximum net D/E ratio to 0.6 as financial discipline. However, no specific measures and quantitative business targets have been set forth to achieve this goal. The Company still has net cash of approximately JPY 2.95 billion², and it must be said that there is no prospect of improving its inefficient capital structure. In addition, despite the revision of the “Medium-Term Management Plan 2025” in March last year, which increased the investment framework from JPY 3 billion to JPY 6 billion, net cash increased from the end of March 2024 to the end of December 2024. Given that the Mid-Term Management Plan 2025 is in its final year, it appears that the investment framework has been expanded to an unrealistic level to avoid increasing shareholder returns.

Insofar as the Company is unable to present a sufficiently specific investment plan at this point, measures should

be taken to reduce shareholders' equity by increasing the dividend payout ratio, increase ROE, and increase corporate and shareholder value. Therefore, GLOBAL ESG STRATEGY proposes a dividend equivalent to 10% of the dividend on equity (DOE).

Opinion of the Board of Directors

The Company's Board of Directors objects to the Proposal No. 4 for the following reasons.

Setting "increase of dividends in line with sustainable profit growth" as its basic policy on shareholder return, the Company's Board of Directors has, with an aim for continuous increase in both the total dividend amount and dividend ratio, continuously improved its total dividend amount and dividend ratio. As announced in the "Notice concerning dividends of surplus" dated May 21, 2025, the Company's Board of Directors has resolved to submit to this Ordinary General Meeting of Shareholders a proposal for the dividends on surplus (year-end dividend of JPY 76 per share) with a record date of March 31, 2025. The Company's dividend proposal is based on the "Medium-term Management Plan 2025" and aims to achieve continuous profit growth while continuously increasing profit return to shareholders (dividend increase) in line with such growth.

As shown in the table below, total amount of dividends and the dividend payout ratio in the fiscal year ended March 2022, the fiscal year ended March 2023, and fiscal year ended March 2024, and the Company has proposed to continue increasing dividends in the fiscal year ended March 2025 as well, as outlined in the "Medium-term Management Plan 2025" revised on March 25, 2024.

(in million JPY)

	FY ended March 2022	FY ended March 2023	FY ended March 2024	FY ended March 2025
Net Sales	35,491	38,886	41,922	44,890
Operating profit	1,342	1,912	1,918	1,970
Net income	1,031	1,269	1,457	1,396
Dividend per share	JPY 22	JPY 33	JPY 74	JPY 76 (planned)
Total dividends	200	300	673	692(planned)
Dividend ratio	19.4%	23.4%	45.5%	49.0% (planned)

Furthermore, with the belief that making growth investments that will lead to future profit growth while aiming to increase corporate value over the medium to long term will also contribute to the enhancement of shareholders' interests, the Company's Board of Directors has doubled the growth investment plan from JPY 3 billion to JPY 6 billion + α as stated in the "Medium-term Management Plan 2025" revised on March 25, 2024, and is currently implementing various initiatives based on the use of growth investment plan (JPY 6 billion + α) in the "Medium-term Management Plan 2025" and acquisition targets updated on May 13, 2025.

¹ The Company's "Long-term Business Targets for 2031" dated November 5, 2024

https://www.nip.co.jp/english/ir/assets/vision2031_en.pdf

² The Company's Consolidated Financial Results for the Nine Months Ended December 31, 2024

<https://www.nip.co.jp/english/news/assets/20250204-2.pdf>

Use of Growth Investment Plan (JPY 6 billion + α)	Amount
- For strengthening existing business functions...	Approximately JPY 3 billion + α
- For establishing new business foundations, R&D, capacity expansion, automation, and human capital investment...	Approximately JPY 3 billion + α

* Please refer to the following URL for the “Medium-term Management Plan 2025”.

(https://www.nip.co.jp/english/ir/.assets/cyukei2025_en.pdf)

In contrast, this Proposal No.4 calls for JPY 176, which exceeds 100% of the dividend payout ratio, or the amount equivalent to 10% of the dividend on equity (DOE) in the event the amount of net income for the year exceeds JPY 1.38 billion. As mentioned above, in the context of implementing various initiatives aimed at growth investment in the final year of the “Medium-term Management Plan 2025,” we are compelled to view this as a proposal that priority should be given to short-term profit return to shareholders rather than the Company making business investments that will lead to future profit growth or achieving continuous profit growth while continuously increasing profit return to shareholders (dividend increase) in line with such growth.

Accordingly, the Company’s Board of Directors opposes the Proposal No.4.

Shareholder Proposal

Proposal No.5: Partial Amendments to the Articles of Incorporation (Appointment of Chairperson of the Audit and Supervisory Committee from among Outside Directors)

(1) Summary of Agenda

In “Chapter 5: Audit and Supervisory Committee” of the current Articles of Incorporation, the following clause will be newly added as Article 29 and the number of each article from Article 29 shall be lowered by one.

In the event that the clause proposed in this agenda needs a formal adjustment (including but not limited to the adjustment of the numbering of articles) due to the passing of another agenda at the General Meeting of Shareholders (including agenda proposed by the Company), the clause proposed in this agenda shall be read as the clause after such necessary adjustment.

(Chairperson of the Audit and Supervisory Committee)

Article 29 A chairperson of the Audit and Supervisory Committee of the Company shall be appointed from among the outside directors who are members of the Audit and Supervisory Committee.

(2) Grounds for Proposal

The chairperson of the Audit and Supervisory Committee of the Company has been served by internal directors, and currently, Mr. Hiroyuki Kawabe serves as the chairperson of the Audit and Supervisory Committee. The Audit and Supervisory Committee members are expected to audit the execution of duties of the directors, and it is required by law that the majority of the Audit and Supervisory Committee members be outside directors. Furthermore, the appointment of full-time member is not required by law, and directors who are Audit and Supervisory Committee members are required to “ensure independence from the management team.”⁵ Therefore, rather than having a full-time internal director, it is expected that an outside director, who can objectively monitor the management team from a third-party perspective, will be involved in the execution of the duties of the Audit and Supervisory Committee, which supervises the execution of the duties of the directors while being directors themselves. If the chairperson of such an Audit and Supervisory Committee is a member of the Company’s internal personnel, the overall monitoring and oversight function may be impaired, which could lead to raise doubts about the effectiveness of the Company’s overall corporate governance. Therefore, GLOBAL ESG STRATEGY believes that it is desirable for the chairperson of the Audit and Supervisory Committee to be appointed from among the outside directors.

⁵ “Newly Appointed Auditors/Audit and Supervisory Committee Members/Audit Committee Members Guide (2025 Edition)” p. 30
https://www.Kansa.or.jp/wp-content/uploads/2025/03/el001_20250328_02.pdf

Opinion of the Board of Directors

The Board of Directors objects to the Proposal No. 5 for the following reasons.

The Company's Audit and Supervisory Committee and members of the Audit and Supervisory Committee take on the role "to monitor and inspect the status of establishment and operation of the internal control system, as well as to investigate the status of the company's business and assets, and to inspect the contents of reports received from directors, employees, and accounting auditors, etc., and to take necessary measures in a timely manner, including making reports or proposals to the board of directors, giving advice or recommendations to employees, or ceasing acts of directors, through effective cooperation with internal audit divisions" and ensures that their independence is fully maintained in terms of legal, internal systems, and actual circumstances.

On the other hand, Proposal No.5 seeks the appointment of the chairperson of the Audit and Supervisory Committee from among outside directors.

However, this proposal does not take into account the uniqueness of the Company which has multiple business segments consisting of "electronics", "mobility" and "medical and precision products" as well as multiple business models consisting of "trading companies" and "manufacturers", and that a sufficient understanding of "internal operations", "organizational management", and "employee performance" is necessary in order to enhance the effectiveness of audit while taking such unique characteristics into consideration. Ensuring the independence of directors who are Audit and Supervisory Committee members is a matter of course, regardless of whether they are internal or external to the Company. However, with respect to the Company's Board of Directors and the Audit and Supervisory Committee, the Company believes that the effectiveness of audit can be further enhanced by having a full-time internal member who is familiar with internal operations serve as the chairperson of the Audit and Supervisory Committee, and by comprising the Audit and Supervisory Committee with multiple professionals including expert attorneys, accountants, and company managers.

Accordingly, the Company's Board of Directors objects to the Proposal No.5.

End