

This document has been translated from the Japanese original for the convenience of non-Japanese shareholders. In the event of any discrepancy between this translation and the Japanese original, the original shall prevail.

Securities identification code: 7236

June 2, 2025

To our shareholders:

Tomio Miyazaki
President & CEO & COO

T.RAD Co., Ltd.

3-25-3 Yoyogi, Shibuya-ku, Tokyo 151-0053, Japan

NOTICE OF THE 123RD ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to inform you of the 123rd Ordinary General Meeting of Shareholders of T.RAD Co., Ltd. (the “Company”), which will be held as described below.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information as “Notice of the 123rd Ordinary General Meeting of Shareholders” on the Company’s website. Please access the Company’s website by using the internet address shown below to review the information.

The Company’s website:

https://www.trad.co.jp/databox/data.php/ir_doc_ja/code (in Japanese)

In addition to posting items subject to measures for electronic provision on the website above, the Company also posts this information on the website of Tokyo Stock Exchange, Inc. (TSE). To review this information, access the TSE website (Listed Company Search) by using the internet address shown below, enter “T.RAD” in the issue name (company name) field or “7236” in securities code field, and click “Search,” and then click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”

TSE website (Listed Company Search):

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

In place of attending the meeting in person, you may exercise your voting rights in writing (by postal mail) or electronically (via the Internet, etc.). We kindly ask that you review the Reference Documents for the General Meeting of Shareholders and cast your votes accordingly.

[Exercising voting rights in writing (by postal mail)]

Please indicate your approval or disapproval of the proposals on the Voting Right Exercise Form and return it by postal mail so that it arrives no later than 5:30 p.m., Monday, June 23, 2025 (Japan Standard Time).

[Exercising voting rights via the Internet]

Please refer to the attached document titled “Exercising Your Voting Rights via the Internet” and enter your approval or disapproval of the proposals online no later than 5:30 p.m., Monday, June 23, 2025 (Japan Standard Time).

Meeting Details

1. **Date and time:** 3:00 p.m., Tuesday, June 24, 2025 (Japan Standard Time)
2. **Venue:** 3F Conference Room, Aioi Nissay Dowa Insurance Shinjuku Bldg.
3-25-3 Yoyogi, Shibuya-ku, Tokyo

3. Purposes:

Items to be reported:

1. Business Report and Consolidated Financial Statements for the 123rd Term (from April 1, 2024 to March 31, 2025) as well as the results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
2. Non-consolidated Financial Statements for the 123rd Term (from April 1, 2024 to March 31, 2025)

Items to be resolved:

- | | |
|--------------------|---|
| Proposal 1: | Appropriation of surplus |
| Proposal 2: | Election of five (5) Directors |
| Proposal 3: | Election of two (2) Audit & Supervisory Board Members |

4. Information on exercising voting rights

Refer to the attached “Information on exercising voting rights.”

5. Items to be resolved upon the Convocation

For the General Meeting of Shareholders, shareholders who have requested delivery of documents will receive a printed copy containing the matters subject to measures for electronic provision. Please note that, in accordance with the provisions of applicable laws and regulations and the Company’s Articles of Incorporation, the following items subject to measures for electronic provision are not included in the printed documents.

The Audit & Supervisory Board Members and the Accounting Auditor have audited the documents subject to audit, including the following items.

1. Systems to ensure that the execution of duties by Directors complies with laws and regulations and the Articles of Incorporation, and other systems to ensure the properness of operations
 2. Systems to ensure that the execution of duties by Directors complies with laws and regulations and the Articles of Incorporation, and other systems to ensure the properness of operations - Overview of operation status
 3. Consolidated Statement of Changes in Equity of the Consolidated Financial Statements
 4. Notes to Consolidated Financial Statements of the Consolidated Financial Statements
 5. Non-consolidated Financial Statements of Changes in Equity of the Non-consolidated Financial Statements
 6. Notes to Non-consolidated Financial Statements of the Non-consolidated Financial Statements
- If you are attending the meeting, please submit the Voting Right Exercise Form at the reception desk.
 - Please note that no gift will be provided to the shareholders who attend the General Meeting of Shareholders.
 - If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions shall be posted on the Company’s website and the TSE website.

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Material

Proposal 1: Appropriation of surplus

The Company implements shareholder returns while maintaining financial soundness and executing growth investments.

Taking into account the business performance of the fiscal year and future business development, the Company proposes to pay year-end dividends for the fiscal year as follows.

Matters related to year-end dividends

(1) Type of dividend property

Cash

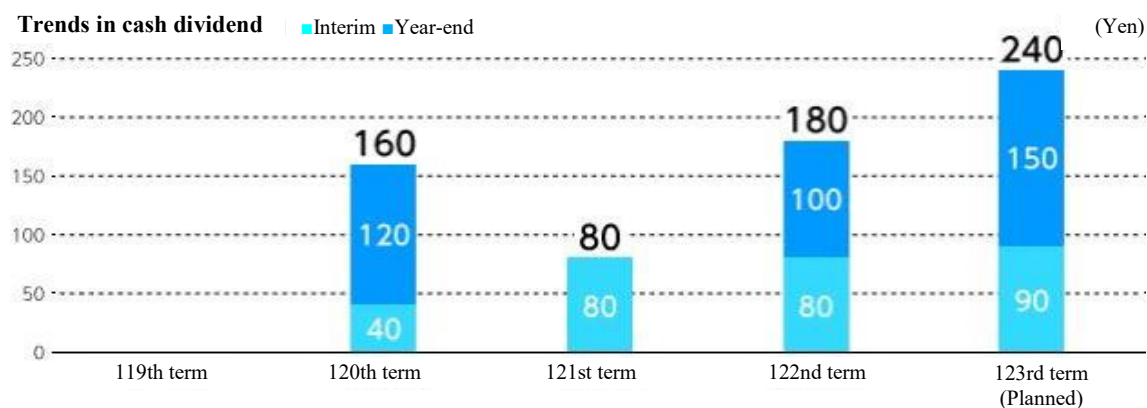
(2) Allocation of dividend property and total amount thereof

¥150 per share of common stock of the Company Total amount of dividends: ¥953,091,150

(3) Effective date of distribution of dividends of surplus

June 26, 2025

Reference



Proposal 2: Election of five (5) Directors

The terms of office of all five (5) Directors will expire at the conclusion of this General Meeting of Shareholders.

In this regard, with the aim of strengthening the governance structure by increasing the number of Outside Directors to form a majority, electing female and foreign Directors to maintain the percentage of female Directors at 20%, and ensuring diversity in terms of gender and internationality as well as an appropriate size, the Company proposes the election of five (5) Directors.

The candidates for Directors are as follows:

No.	Name	Current positions at the Company	
1	Tomio Miyazaki	President & CEO & COO	[Reelection]
2	Tatsuya Kikuyama	Director and Managing Executive Officer Supervising Sales/Marketing and Technical General Manager of Sales/Marketing Division, General Manager of Technical Division	[Reelection]
3	Yoshisada Takahashi	Outside Director	[Reelection] [Outside Director] [Independent officer]
4	Ryuichi Murata	Outside Director	[Reelection] [Outside Director] [Independent officer]
5	Jinning Tu	Outside Director	[Reelection] [Outside Director] [Independent officer]

No.	Name (Date of birth)	Brief history, positions and assignments at the Company	
1	Tomio Miyazaki (September 16, 1977) (Male) [Number of the Company's shares owned] 29,017 shares [Number of years in office as a Director of the Company] 11 years [Number of attendances at the Board of Directors Meetings] 13/13 [Reelection]	Apr. 2002	Joined Honda Motor Co., Ltd.
		Aug. 2002	Joined Wako Research Center of Honda R&D Co., Ltd.
		Oct. 2009	Joined Jinya Co., Ltd. Representative Director and President
		Apr. 2012	Established Jinya Connect Co., Ltd. President & CEO
		Jun. 2014	Outside Director of the Company
		Jun. 2017	Director in charge of Business Planning Department of the Company
		Apr. 2018	Established T.RAD CONNECT Co., Ltd. Director
		Jun. 2018	President & COO of the Company
		Mar. 2019	President and CEO of T.RAD CONNECT Co., Ltd. (current role)
		Jun. 2022	President & CEO & COO of the Company (current role)
		Nov. 2023	Director and Owner of Jinya Connect Co., Ltd. (current role)
		[Significant concurrent positions outside the Company] President and CEO of T.RAD CONNECT Co., Ltd. Director and Owner of Jinya Connect Co., Ltd.	
		[Reason for nomination as a candidate for Director] From June 2014, Tomio Miyazaki has actively provided opinions and advice as Outside Director on the basis of his extensive experience and deep knowledge of corporate management. Since June 2018, he has been responsible for execution of business as President & COO of the Company and has been in charge of group-wide management, providing strong leadership. He has been selected as a candidate for Director because we believe he is suited to continue his role in management as the Company seeks to achieve the targets of the medium-term management plan. The Company plans for him to continue to serve in the role of President & CEO (chief executive officer) & COO (chief operating officer) of the Company under the new system following his reelection.	

No.	Name (Date of birth)	Brief history, positions and assignments at the Company	
2	Tatsuya Kikuyama (January 29, 1964) (Male) [Number of the Company's shares owned] 11,900 shares [Number of years in office as a Director of the Company] 1 year [Number of attendances at the Board of Directors Meetings] 10/10 [Reelection]	Apr. 1986	Joined Toyo Radiator Co., Ltd. (currently the Company)
		Apr. 2006	General Manager of Heat Exchanger Designing Dept., Construction & Industrial Machine Group Product Development Center of the Company
		Apr. 2012	President of T.RAD North America, Inc.
		Jan. 2015	Deputy General Manager of Sales/Marketing and Technical Division (in charge of Technical) of the Company
		Jan. 2016	General Manager of Sales/Marketing and Technical Division (in charge of Technical) [supervising Development] of the Company
		Apr. 2018	Executive Officer Deputy General Manager of Sales/Marketing and Technical Division (in charge of Sales) of the Company
		Apr. 2020	Managing Executive Officer Supervising Sales/Marketing General Manager of Sales/Marketing Division of the Company
		Jan. 2024	Managing Executive Officer Supervising Sales/Marketing and Technical General Manager of Sales/Marketing Division, General Manager of Technical Division of the Company
	Jun. 2024	Director and Managing Executive Officer Supervising Sales/Marketing and Technical General Manager of Sales/Marketing Division, General Manager of Technical Division of the Company (current role)	
	[Significant concurrent positions outside the Company] —		
	[Reason for nomination as a candidate for Director] Tatsuya Kikuyama has extensive experience in design, technology, R&D, and sales, as well as overseas, and has demonstrated strong leadership as Director and Managing Executive Officer since June 2024. He has been selected as a candidate for Director because we believe he is suited for a role in management as the Company seeks to achieve the targets of the medium-term management plan. The Company plans for him to continue to take on his responsibilities of supervising Sales/Marketing and Technical as Director and Managing Executive Officer under the new system following his reelection.		

No.	Name (Date of birth)	Brief history and positions at the Company
3	Yoshisada Takahashi (December 8, 1955) (Male) [Number of the Company's shares owned] 229 shares [Number of years in office as a Director of the Company] 6 years [Number of attendances at the Board of Directors Meetings] 13/13 [Reelection] [Outside Director] [Independent officer]	Apr. 1978 Joined Komatsu Ltd. Jun. 1995 Plant Manager of Komatsu Brasil International Ltda. Apr. 2006 Executive Officer and Plant Manager of Awazu Plant, Production Division of Komatsu Ltd. Apr. 2008 Executive Officer and Plant Manager of Osaka Plant, Production Division of Komatsu Ltd. Apr. 2012 Managing Executive Officer, President of Production Division, Supervising Environment of Komatsu Ltd. Apr. 2016 Senior Executive Officer, Chief Information & Innovation Officer, President of Information Strategy Division, Supervising Production and Industrial Machinery Business of Komatsu Ltd. Apr. 2017 Executive Vice President, Chief Information & Innovation Officer, President of Information Strategy Division, Supervising Industrial Machinery Business of Komatsu Ltd. Apr. 2019 Advisor to President of Komatsu Ltd. Jun. 2019 Outside Director of the Company (current role) Jul. 2019 Consultant of Komatsu Ltd. (current role) Sep. 2019 Consultant of Ishikawa Prefecture (in charge of industry promotion) (current role) Jun. 2022 Outside Director of T-Gaia Corporation [Significant concurrent positions outside the Company] Consultant of Komatsu Ltd. Consultant of Ishikawa Prefecture (in charge of industry promotion) [Reason for nomination as a candidate for Outside Director and expected roles] Yoshisada Takahashi has abundant knowledge of corporate management, and he provides opinions and suggestions for the overall management environment surrounding the Company in particular by leveraging his knowledge. He has been selected as a candidate for reelection as Outside Director because we hope that he will continue to provide advice concerning the corporate activities of the Company and supervise general management matters. If he is reelected, he will serve as a member of the Nomination and Remuneration Committee and will be involved in selecting candidates for Directors, Officers, and Audit & Supervisory Board Members of the Company and deciding their remuneration, etc., from an objective and neutral standpoint.

No.	Name (Date of birth)	Brief history and positions at the Company	
4	Ryuichi Murata (April 12, 1948) (Male) [Number of the Company’s shares owned] 229 shares [Number of years in office as a Director of the Company] 4 years [Number of attendances at the Board of Directors Meetings] 13/13 [Reelection] [Outside Director] [Independent officer]	Apr. 1971	Joined The Mitsubishi Bank, Limited
		Jan. 2006	Member of the Board of Directors, Senior Managing Executive Officer of The Bank of Tokyo-Mitsubishi UFJ, Ltd.
		May 2006	Deputy President of The Bank of Tokyo-Mitsubishi UFJ, Ltd.
		Jun. 2009	Director, Deputy President of Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.)
		Jun. 2010	Representative Director, President & CEO of Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.)
		Jun. 2012	Representative Director, Chairman of Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.)
		Jun. 2016	Outside Audit & Supervisory Board Member of NORITAKE CO., LIMITED
		Jun. 2017	Advisor of Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.)
		Jun. 2017	External Director of Kintetsu Group Holdings Co., Ltd.
		Jun. 2018	Outside Director of Eisai Co., Ltd.
	Jul. 2018	Senior Advisor to Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.) (current role)	
	Jun. 2021	Outside Director of the Company (current role)	
	[Significant concurrent positions outside the Company] Senior Advisor to Mitsubishi HC Capital Inc.		
	[Reason for nomination as a candidate for Outside Director and expected roles] Ryuichi Murata has abundant knowledge of corporate management across different industries, and he supervises the overall management of the Company by leveraging his knowledge. He has been selected as a candidate for reelection as Outside Director because we hope that he will continue supervise general management matters of the Company. If he is reelected, he will serve as a member of the Nomination and Remuneration Committee and will be involved in selecting candidates for Directors, Officers, and Audit & Supervisory Board Members of the Company and deciding their remuneration, etc., from an objective and neutral standpoint.		

No.	Name (Date of birth)	Brief history and positions at the Company	
5	Jinning Tu (May 6, 1978) (Female) [Number of the Company's shares owned] 229 shares [Number of years in office as a Director of the Company] 2 years [Number of attendances at the Board of Directors Meetings] 13/13 [Reelection] [Outside Director] [Independent officer]	Oct. 2006	Joined Anderson Mori & Tomotsune
		Jan. 2013	Joined Wintell & CO (Shanghai China)
		Aug. 2013	Joined Anderson Mori & Tomotsune
		Jan. 2018	Appointed as Senior Foreign Counsel for Partner Treatment of Anderson Mori & Tomotsune
		Jan. 2021	Appointed as Partner Anderson Mori & Tomotsune (current role)
		Jun. 2023	Outside Director of the Company (current role)
		[Significant concurrent positions outside the Company] Partner of Anderson Mori & Tomotsune	
		[Reason for nomination as a candidate for Outside Director and expected roles] Although Jinning Tu has never in the past been directly involved in the management of a company except as an outside officer, she has abundant experience, expert knowledge and high regulatory compliance spirit as an attorney, and she supervises the overall management of the Company by leveraging her knowledge. She has been selected as a candidate for reelection as Outside Director because we hope that she will continue supervise general management matters of the Company. If she is reelected, she will serve as a member of the Nomination and Remuneration Committee and will be involved in selecting candidates for Directors, Officers, and Audit & Supervisory Board Members of the Company and deciding their remuneration, etc., from an objective and neutral standpoint.	

Notes:

1. There is no special interest between the candidates and the Company.
2. The number of the Company's shares owned includes shares of stock in Officer's Shareholding Association.
3. Yoshisada Takahashi, Ryuichi Murata and Jinning Tu are candidates for Outside Director.
4. Yoshisada Takahashi, Ryuichi Murata and Jinning Tu are currently Outside Directors of the Company, and their terms of office as Outside Directors will be six (6) years for Yoshisada Takahashi, four (4) years for Ryuichi Murata and two (2) years for Jinning Tu at the conclusion of this Ordinary General Meeting of Shareholders.
5. The Company has reported Yoshisada Takahashi, Ryuichi Murata and Jinning Tu to the Tokyo Stock Exchange as independent officers as defined by the Exchange, and if their reelection is approved, they will continue to serve as independent officers.
6. Yoshisada Takahashi was involved in business execution for Komatsu Ltd., a specified associated service provider (an important counterparty) of the Company, within the past ten (10) years. Note that his positions and assignments at that company during the past ten (10) years are as noted in the above "Brief history and positions at the Company."
7. Pursuant to Article 427, paragraph 1 of the Companies Act, the Company has entered into agreements with Yoshisada Takahashi, Ryuichi Murata and Jinning Tu to limit their liability for damages under Article 423, paragraph 1 of the same Act. Their maximum amount of the liability for damages under these agreements is the amount stipulated by laws and regulations. If their reelection is approved, the Company intends to continue the agreements with them.
8. The Company has entered into a directors and officers liability insurance policy as stipulated in Article 430-3, paragraph 1 of the Companies Act with an insurance company. The policy covers the litigation expenses incurred in third-party litigation, shareholder derivative suits, and corporate litigation for the insureds including the Directors of the Company, and the amount of indemnification arising out of such event. (However, the coverage excludes actions taken with full knowledge of their illegality.) The entire premium for this policy is paid by the Company. If the candidate is elected as Director, the Director is included as an insured under the policy. The Company plans to renew the insurance policy with the same terms at the next renewal.

Proposal 3: Election of two (2) Audit & Supervisory Board Members

Audit & Supervisory Board Member Norio Kanai will resign at the conclusion of this General Meeting of Shareholders, and the term of office of Audit & Supervisory Board Member Mikio Endo will expire. Accordingly, the Company proposes the election of two (2) Audit & Supervisory Board Members.

Satoshi Iwasaki, a candidate for Audit & Supervisory Board Member, is nominated as a substitute for Norio Kanai, the current Audit & Supervisory Board Member. In accordance with the provisions of the Articles of Incorporation, his term of office will expire at the conclusion of the 125th Ordinary General Meeting of Shareholders scheduled to be held in June 2027, when the term of office of Norio Kanai was originally set to expire.

The Audit & Supervisory Board has given its consent to this proposal.

The candidates for Audit & Supervisory Board Member are as follows.

No.	Name	Current positions at the Company	
1	Satoshi Iwasaki	Full-time Advisor	[New election]
2	Mikio Endo	Outside Audit & Supervisory Board Member	[Reelection] [Outside Audit & Supervisory Board Member] [Independent officer]

No.	Name (Date of birth)	Brief history and positions at the Company	
1	Satoshi Iwasaki (May 27, 1966) (Male) [Number of the Company's shares owned] 4,320 shares [Number of years in office as an Audit & Supervisory Board Member of the Company] 0 years [Number of attendances at the Audit & Supervisory Board Meetings] --/-- [New election]	Apr. 1989	Joined Toyo Radiator Co., Ltd. (currently the Company)
		Apr. 2014	General Manager of Hatano Works Production Dept. of the Company
		Apr. 2016	Deputy Plant Manager of Shiga Works, and General Manager of Production Dept. of the Company
		Oct. 2016	Plant Manager of Shiga Works, and General Manager of Production Dept. of the Company
		Apr. 2019	Plant Manager of Shiga Works, Deputy General Manager of Production Purchasing Division (in charge of Production) of the Company
		Jul. 2019	Plant Manager of Shiga Works, Deputy General Manager of Production Purchasing Division (in charge of Production), and Deputy Plant Manager of Production Engineering Center of the Company
		Jan. 2020	Plant Manager of Hatano Works, General Manager of Quality Control Dept., Deputy General Manager of Production Purchasing Division (in charge of Production), and Deputy Plant Manager of Production Engineering Center of the Company
		Jan. 2022	Deputy General Manager of Production Division, and General Manager Supervising Production of the Company
		Apr. 2023	Managing Executive Officer, Supervising Purchasing, and General Manager of Purchasing Division of the Company
		May 2025	Full-time Advisor of the Company (current role)
		[Significant concurrent positions outside the Company] —	
		[Reason for Nomination as a Candidate for Audit & Supervisory Board Member] Satoshi Iwasaki possesses a wide range of experience centered on the areas of production and production engineering and is familiar with plant management as well, having served as plant manager. Since fiscal 2023, he has demonstrated strong leadership as an Executive Officer in charge of purchasing. He has been selected as a candidate for Audit & Supervisory Board Member because we have determined that he will fulfill his duties appropriately based on his extensive experience and deep insight.	

No.	Name (Date of birth)	Brief history and positions at the Company	
2	Mikio Endo (October 28, 1957) (Male)	Sep. 1978	Joined Toyama Co., Ltd.
		Sep. 1998	Chief Executive Officer of Toyama Co., Ltd.
	[Number of the Company's shares owned] 229 shares	May 2006	Representative Director, Chairperson of Toyama Co., Ltd.
	[Number of years in office as an Audit & Supervisory Board Member of the Company] 4 years	Oct. 2008	Mayor of Zama City, Kanagawa Prefecture
		Jan. 2021	Senior Advisor to Kikko Corporation
		Jun. 2021	Outside Audit & Supervisory Board Member of the Company (current role)
		[Significant concurrent positions outside the Company] —	
		[Reason for Nomination as a Candidate for Outside Audit & Supervisory Board Member] Since his election to the position of Outside Audit & Supervisory Board Member of the Company in June 2021, Mikio Endo has satisfactorily fulfilled his duties by providing opinions and advice at Board of Directors Meetings and Audit & Supervisory Board Meetings on the basis of his abundant experience and broad knowledge gained as a corporate owner and mayor over many years. He has been selected as a candidate for Outside Audit & Supervisory Board Member because we have determined that he will continue to fulfill his duties appropriately.	
	[Number of attendances at the Audit & Supervisory Board Meetings] 13/13		
	[Reelection] [Outside Audit & Supervisory Board Member] [Independent officer]		

Notes:

1. There is no special interest between the candidates and the Company.
2. Mikio Endo is a candidate for Outside Audit & Supervisory Board Member.
3. Mikio Endo is currently an Outside Audit & Supervisory Board Member of the Company, and his term of office as Outside Audit & Supervisory Board Member will be 4 years at the conclusion of this Ordinary General Meeting of Shareholders.
4. The Company has reported Mikio Endo to the Tokyo Stock Exchange as an independent officer as defined by the Exchange, and if his reelection is approved, he will continue to serve as an independent officer.
5. Pursuant to Article 427, paragraph 1 of the Companies Act, the Company has entered into an agreement with Mikio Endo to limit his liability for damages under Article 423, paragraph 1 of the same Act. His maximum amount of the liability for damages under these agreements is the amount stipulated by laws and regulations, and the Company intends to continue the agreements with him if his reelection is approved.
6. The Company has entered into a directors and officers liability insurance policy as stipulated in Article 430-3, paragraph 1 of the Companies Act with an insurance company. The policy covers the expenses incurred in third-party litigation, shareholder derivative suits, and corporate litigation for the insureds including the Audit & Supervisory Board Members of the Company, and the amount of indemnification arising out of such event. (However, the coverage excludes actions taken with full knowledge of their illegality.) The entire premium for this policy is paid by the Company. If the candidates are elected as Audit & Supervisory Board Members, they will be included as insureds under the policy. The Company plans to renew the insurance policy with the same terms at the next renewal.

Reference

Composition of Officers

If Proposal 2 is approved and adopted in its original form, the Company's Board of Directors will be composed of five Directors, of which three will be Outside Directors. The percentage of Directors who are female will be 20% (one out of five Directors) and the percentage of Directors who are foreign nationals will be 20% (one out of five Directors).

In addition, in conjunction with business expansion, the Company has introduced an executive officer system in order to separate the management supervision function from the business execution function. After the conclusion of this General Meeting of Shareholders, the seven Executive Officers will be as follows.

President & CEO & COO	Tomio Miyazaki	
Director and Managing Executive Officer	Tatsuya Kikuyama	Supervising Sales/Marketing and Technical General Manager of Sales/Marketing Div., General Manager of Technical Div.
Managing Executive Officer	Yasushi Hotta	Supervising Business Planning & Administration and Human Resources and General Affairs, and General Manager of Business Planning & Administration Div.
Managing Executive Officer	Hirokazu Urano	Supervising Production & Purchasing and General Manager of Production Div., and General Manager of Purchasing Div.
Managing Executive Officer	Seiichi Furuya	Supervising Quality and General Manager of Quality Div.
Managing Executive Officer	Kaoru Kinoshita	Supervising Accounting and Financial and Cost Planning
Executive Officer	Shu Zheng Yu	Supervising Chinese Business

Skills Matrix

If Proposal 2 and Proposal 3 are approved and adopted in their original form, the composition of officers and skills of each officer will be as listed below.

		Corporate Management	Finance & Accounting /Internal Control	Engineering/R&D	Production/Plant Engineering	IT/DX	Global Business/Sales	Legal Affairs	Sustainability
Director	Tomio Miyazaki	○		○		○			○
	Tatsuya Kikuyama	○		○	○		○		○
	Yoshisada Takahashi	○			○	○	○		
	Ryuichi Murata	○	○						
	Jinning Tu						○	○	
Audit & Supervisory Board Member	Kosei Tamura						○		
	Satoshi Iwasaki				○				
	Yasutaka Oba	○	○						
	Mikio Endo	○							

[Reasons for Adopting Items in Skills Matrix]

Skill Items	Reasons for Adoption
Corporate Management	While the entire industry is being transformed, in order to make appropriate management decisions and to embody the T.RAD Management Philosophy, we need members of the Board of Directors with management experience and track records, the skills to formulate sustainable growth strategies, as well as experience and skills in other industries.
Finance & Accounting/Internal Control	In order to maximize corporate value through the efficient management of the Company's capital, we need members of the Board of Directors with the skills and knowledge for conducting accurate financial reporting, building a strong financial base, and formulating financial and capital strategies that enable growth investments and shareholder returns for sustainably raising corporate value, as well as internal control skills to establish an appropriate governance system.
Engineering/R&D	As the world moves significantly toward carbon neutrality, it is necessary to continue to create and provide value-added products that respond to the rapidly advancing electrification of automobiles, as well as to further improve the performance of existing products. For this purpose, we need members of the Board of Directors who are skilled in advanced technologies, and have track records in promoting various innovations as well as the skills and experience to proactively address issues in the global environment field from a management perspective.
Production/Plant Engineering	In order for the Company to continuously provide products which are safe and secure as well as high-performance and high-quality, it is essential to improve and promote safe and highly efficient production facilities and manufacturing technology capabilities that incorporate advanced technologies. Therefore, we need members of the Board of Directors with high skills and experience in the areas of manufacturing and production engineering.
IT/DX	With the speed of digitalization accelerating at customers and competitors, in order for the Company to ensure a higher level of competitiveness, it is essential to promote business reform and DX through the use of IT and to improve productivity through the use of IoT and AI. In order to do so, we need members of the Board of Directors with track records in promoting various innovations and with skills and knowledge in the field of digital technology.
Global Business/Sales	Amidst a rapidly changing global economic environment, in order to further solidify our global structure, which is our growth area, and to maximize results, we need members of the Board of Directors with extensive skills and experience in business management, business environment, lifestyle, and sales strategies overseas.
Legal Affairs	The foundation for the Company's continued global expansion is the establishment of an appropriate governance system, and also in order to improve the effectiveness of management supervision on a global basis, members of the Board of Directors having legal knowledge and having skills and knowledge in the fields of corporate governance and risk management are required.
Sustainability	The perspective of sustainability management is essential to embody the Company's management philosophy. In order to balance contributions to a sustainable society and long-term sustainable growth, and to contribute to the sustainable development of society through business activities, members of the Board of Directors with experience, insight, expertise, etc. in sustainability are needed.

Exercising Your Voting Rights via the Internet

“Smart voting” by scanning a two-dimensional code

You can log into the voting website without entering your Voting Right Exercise Code and password.

1. Please scan the two-dimensional code shown on the lower right of the Voting Right Exercise Form.



2. Next, follow the on-screen instructions to enter your approval or disapproval.



You can only exercise your voting rights once using “smart voting.”

If you wish to change your vote after exercising your voting rights, please access the PC website, enter the “Voting Right Exercise Code” and “Password” indicated on the Voting Right Exercise Form, log in, and exercise your voting rights again.

* If you scan the two-dimensional code again, you will be sent to the PC site.

Deadline

5:30 p.m., Monday, June 23,
2025 (Japan Standard Time;
deadline for entry completion)

How to enter your Voting Right Exercise Code and password

Website for exercising voting rights
<https://www.web54.net> (in Japanese)

1. Access the website for exercising voting rights.



Click “Next”.

2. Enter the Voting Right Exercise Code written on the Voting Right Exercise Form.



Enter the Voting Right
Exercise Code.

Click “Sign in”.

3. Enter the password written on the Voting Right Exercise Form.



Enter the password.

Set a new password
that you will actually
use.

Click “Register”.

4. Next, follow the on-screen instructions to enter your approval or disapproval.

* The operation screens shown here are for reference purposes only.

If you have any questions concerning how to operate your PC or smartphone when exercising your voting rights via the Internet, please contact:

Sumitomo Mitsui Trust Bank, Limited securities
agent web support dedicated phone number
Telephone number: 0120-652-031
(toll free only from Japan)
(Hours of operation: 9:00 a.m. to 9:00 p.m.)



Exercising Your Voting Rights in Writing (By Postal Mail)

Dead- 5:30 p.m., Monday, June 23, 2025 (Japan
line Standard Time)

Indicate your approval or disapproval of the proposals on the Voting Right Exercise Form and return it by postal mail to reach us no later than the deadline stated above.



Attending The Meeting in Person

If you are attending the meeting in person, please bring the Voting Right Exercise Form with you and submit it at the reception desk.

Please note that parking is not available at the venue. We kindly ask that you refrain from coming by car.

Date and time 3:00 p.m., Tuesday, June 24, 2025 (Japan
Standard Time)

Information on exercising voting rights

- You will be liable for any fees incurred to access the website for exercising voting rights (such as Internet, etc. connection fees and telephone fees).
- If neither approval nor disapproval of each proposal is indicated on the voting form (post), the Company will deem that you indicated your approval of the proposal.
- If you exercise your voting rights multiple times via the Internet, etc., the last time that you have exercised your voting rights will be treated as valid.
- If you exercise your voting rights multiple times with different methods, such as in writing (by postal mail) and via the Internet, etc., the details with which you exercised your voting rights via the Internet, etc. will be treated as valid.
- Institutional investors can use the electronic voting platform for institutional investors operated by ICJ Inc.

Special Website for Shareholders

The Company will set up a special website for shareholders regarding the 123rd Ordinary General Meeting of Shareholders.

On this special website, shareholders can submit questions in advance.

How to Access

- Please access the website via the following URL:
<https://www.trad.co.jp/250624/> (in Japanese)
- Question submission period:
From 10:00 a.m. on Monday, June 2, 2025 to 5:30 p.m. on Tuesday, June 17, 2025
- Please log in using the ID and password below:
ID: tradkabuso Password: 123tradkabuso

Important Notes

- Please note that the Company may not be able to respond to all questions submitted.
- Before submitting a question, please also refer to the “Frequently Asked Questions” section (in Japanese) of Notice of the General Meeting of Shareholders posted on the Company’s website.
- Please be aware that shareholders are responsible for any data charges incurred when accessing the Company’s website.

On-Demand Streaming of the Meeting

A recording of the meeting proceedings will be made available on the Company’s website at a later date.

Important Notes

- To respect the portrait rights and privacy of attending shareholders, the recording will be taken from the back of the venue, and efforts will be made to avoid capturing identifiable images of attendees. However, if attendees are inadvertently recorded due to venue conditions, the footage will be edited to prevent identification.
- Please note that the Q&A session with shareholders may be omitted from the on-demand stream. We appreciate your understanding in advance.
- Shareholders are responsible for any data charges incurred when viewing the on-demand stream.
- Depending on your device or network environment, you may be unable to view the stream.
- If, due to unforeseen circumstances, the Company decides not to provide the on-demand stream, a notice will be posted on the Company’s website.