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(Stock Exchange Code 6622)

June 4, 2025

(Commencement date of electronic provision measures: May 30, 2025)

To Shareholders with Voting Rights:

Shoichiro Minomo
President and Chief Executive Officer
DAIHEN Corporation
2-1-11 Tagawa, Yodogawa-ku, Osaka,
Japan

**NOTICE OF
THE 161ST ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We are pleased to announce that the 161st Annual General Meeting of Shareholders of DAIHEN Corporation (the “Company”) will be held as described below.

In convening this Annual General Meeting of Shareholders, the Company has taken measures for electronic provision and posted the matters subject to the measures for electronic provision on our website on the Internet as the “NOTICE OF THE 161ST ANNUAL GENERAL MEETING OF SHAREHOLDERS.”

The Company’s website (English) <https://www.daihen.co.jp/en/ir/>

In addition to the Company’s website, matters subject to the measures for electronic provision are also posted on the website of the Tokyo Stock Exchange (TSE).

TSE website (Listed Company Search)

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

Please access the above TSE website, perform a search by entering “DAIHEN” in the “Issue name (company name)” field or the Company’s securities code “6622” in the “Code” field and select “Basic Information” and “Documents for public inspection/PR information” in that order, and confirm the details in “Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting” in “Filed information available for public inspection.”

If you are unable to attend the meeting, you can exercise your voting rights in writing or via the Internet, etc. Please review the Reference Documents for the General Meeting of Shareholders included in the matters subject to the measures for electronic provision and exercise your voting rights following the instructions provided no later than 5:00 p.m. on Wednesday, June 25, 2025, Japan time.

1. Date and Time: Thursday, June 26, 2025 at 10:00 a.m. Japan time

2. Place: The Company's Head Office
2-1-11 Tagawa, Yodogawa-ku, Osaka, Japan
(Please refer to the guide map at the end of this notice.)

3. Meeting Agenda:

- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements for the Company's 161st Fiscal Year (April 1, 2024 - March 31, 2025) and results of audits by the Financial Auditor and the Board of Auditors of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company's 161st Fiscal Year (April 1, 2024 - March 31, 2025)

Matters to be resolved:

- Proposal 1:** Appropriation of Surplus
Proposal 2: Partial Amendment to the Articles of Incorporation
Proposal 3: Election of Nine (9) Directors
Proposal 4: Election of Two (2) Auditors

- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- The physical document delivered to shareholders also serves as a document stating the matters subject to the measures for electronic provision to be provided upon request for delivery of physical documents. Of the items to be included in the physical document stating the matters subject to the measures for electronic provision, the following items are posted on the Company's website (<https://www.daihen.co.jp/en/ir/>) and on the Tokyo Stock Exchange website (<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>) in accordance with laws and regulations and the Articles of Incorporation of the Company, and are therefore not included in the physical documents delivered to shareholders who requested provision of physical documents.
1. Notes to Consolidated Financial Statements
 2. Notes to the Non-consolidated Financial Statements
- Accordingly, the content of the physical document stating the matters subject to the measures for electronic provision is part of the Consolidated and Non-consolidated Financial Statements audited by the Auditors and the Financial Auditor in the preparation of the Audit Report.
- Should the matters subject to the measures for electronic provision require revisions, the versions before and after revision will be posted on each website on which the matters are posted.
- If there are any changes to the operation of the General Meeting of Shareholders due to future changes in circumstances, the information will be posted on the Company's website (<https://www.daihen.co.jp/>).

Reference Documents for the General Meeting of Shareholders

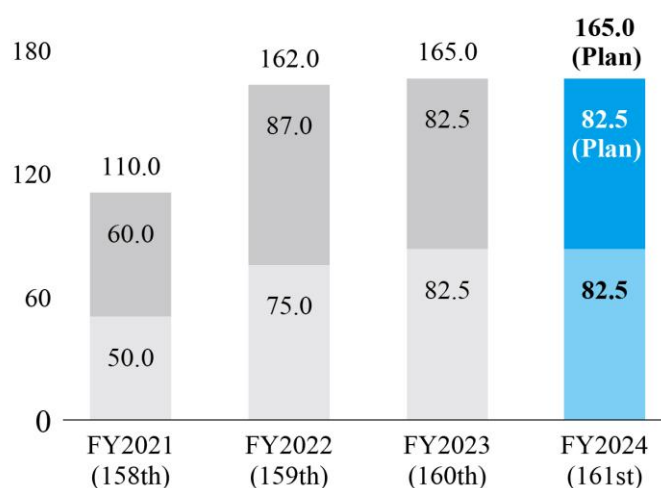
Proposal 1: Appropriation of Surplus

Matters concerning the year-end dividend

The year-end dividend for the current fiscal year will be as follows, taking into consideration the business results for the current fiscal year and future business development.

- (1) Type of dividend property
Cash
- (2) Allotment of dividend property and total amount thereof
82.50 yen per share of common stock of the Company
Total amount: 1,981,454,640 yen
- (3) Effective date of distribution of surplus
June 27, 2025

Dividend Trends (in Yen) ■ Interim dividend ■ Year-end dividend



Proposal 2: Partial Amendment to the Articles of Incorporation

(1) Reason for the proposal

In order to establish a management structure that can respond agilely to changes in the business environment, clarify the management responsibilities of Directors, and increase opportunities for shareholders to express their confidence in the management, the Company proposes to shorten the term of office of Directors, as stipulated in Article 19 (Term of office), Paragraph 1 of the current Articles of Incorporation, from the current two years to one year.

(2) Details of the amendment

The proposed amendment is as follows.

(Underlined portions indicate amendments.)

Current Articles of Incorporation	Proposed Amendments
Article 19 (Term of office) (1) The term of office of Directors shall expire at the conclusion of the Annual General Meeting of Shareholders for the final fiscal year ending within <u>two (2) years</u> after their election.	Article 19 (Term of office) (1) The term of office of Directors shall expire at the conclusion of the Annual General Meeting of Shareholders for the final fiscal year ending within <u>one (1) year</u> after their election.

Proposal 3: Election of Nine (9) Directors

The terms of office of all nine (9) Directors will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of nine (9) Directors is proposed.

The candidates for Director are as follows.

No.	Name	Sex	Attributes	Current positions and responsibilities at the Company
1	[Reappointment] Tetsuya Tajiri	Male		Chairman
2	[Reappointment] Shoichiro Minomo	Male		President and Chief Executive Officer
3	[Reappointment] Kazuo Kamo	Male		Senior Executive Vice President and Member of the Board In charge of Head Office
4	[Reappointment] Haruhisa Kimura	Male		Executive Vice President and Member of the Board In charge of Industrial Electrical Equipment Div., Energy Management System Div., and Charging System Div.
5	[Reappointment] Kentaro Kaneko	Male		Executive Vice President and Member of the Board In charge of Welding & Joining Div. FA Robot Div., and Clean Robot Div.
6	[New Candidate] Tadashi Kuriyama	Male		Senior Vice President In charge of Power Distribution System Div. and Power Transformer Div.; General Manager of Power Products Sales Div.
7	[Reappointment] Emiko Magoshi	Female	[Outside] [Independent]	Member of the Board
8	[Reappointment] Yasufumi Fujiwara	Male	[Outside] [Independent]	Member of the Board
9	[New Candidate] Kiyotaka Kawasaki	Male	[Outside] [Independent]	

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions		Number of shares of the Company held
1	Tetsuya Tajiri (January 2, 1955) [Reappointment]	April 1978 June 2001 June 2005 June 2009 April 2021	Joined the Company Vice President Senior Vice President and Member of the Board President and Chief Executive Officer Chairman (to present)	20,400
	<p>[Reasons for selection as a candidate for director]</p> <p>Mr. Tetsuya Tajiri has served as President and Chief Executive Officer and then Chairman, and has achieved results that enabled the Company to acquire the fundamental attributes of a development-driven company. The Company believes that his achievements as well as his deep insight and abundant experience in all aspects of management are necessary for the further enhancement of its corporate value, and has therefore nominated him again as a candidate for director.</p>			
2	Shoichiro Minomo (January 1, 1963) [Reappointment]	April 1987 June 2011 June 2013 April 2017 April 2021	Joined the Company Vice President Vice President and Member of the Board Senior Vice President and Member of the Board President and Chief Executive Officer (to present)	5,700
	<p>[Reasons for selection as a candidate for director]</p> <p>Mr. Shoichiro Minomo has deep insight as an engineer and has achieved results in managing and promoting the technological development of the Company. He has led management as President and Chief Executive Officer since 2021. The Company believes that his insight and experience are necessary for the further enhancement of its corporate value as it endeavors to become an “R&D-focused company,” and has therefore nominated him again as a candidate for director.</p>			
3	Kazuo Kamo (October 19, 1958) [Reappointment]	April 1981 June 2009 April 2013 April 2017 April 2025 (Responsibilities) In charge of Head Office	Joined the Company Vice President and Member of the Board Senior Vice President and Member of the Board Executive Vice President and Member of the Board Senior Executive Vice President and Member of the Board (to present)	12,522
	<p>[Reasons for selection as a candidate for director]</p> <p>Mr. Kazuo Kamo has deep insight as a corporate manager and extensive experience in the Power Products Business Segment. The Company expects that his experience and insight will strengthen the decision-making and supervisory functions of its Board of Directors and contribute to the realization of management strategies, and has therefore nominated him again as a candidate for director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions		Number of shares of the Company held
4	Haruhisa Kimura (March 21, 1961) [Reappointment]	April 1984	Joined Kansai Electric Power Co., Inc.	2,500
		June 2010	General Manager, Labor Affairs Division, Office of Personnel Activation, Kansai Electric Power Co., Inc.	
		June 2014	President and Representative Director, KEIHANNA INTERACTION PLAZA INC.	
		June 2016	General Manager, Nara Branch Office, Kansai Electric Power Co., Inc.	
		June 2019	Seconded to the Company from Kansai Electric Power Co., Inc. Senior Vice President and Member of the Board, the Company	
		April 2023	Executive Vice President and Member of the Board (to present)	
		(Responsibilities)	In charge of Industrial Electrical Equipment Div.; in charge of Energy Management System Div.; in charge of Charging System Div.	
[Reasons for selection as a candidate for director] In addition to his deep insight as a corporate manager and abundant experience in the administrative division, Mr. Haruhisa Kimura has broad knowledge necessary to promote business in the energy management field. The Company expects that his experience and insight will strengthen the decision-making and supervisory functions of its Board of Directors and contribute to the realization of management strategies, and has therefore nominated him again as a candidate for director.				
5	Kentaro Kaneko (July 27, 1964) [Reappointment]	April 1988	Joined the Company	4,264
		April 2013	Vice President	
		April 2017	Senior Vice President	
		June 2023	Senior Vice President and Member of the Board	
		April 2025	Executive Vice President and Member of the Board (to present)	
		(Responsibilities)	In charge of Welding & Joining Div.; in charge of FA Robot Div.; in charge of Clean Robot Div.	
[Reasons for selection as a candidate for director] In addition to his extensive experience in the administrative division, Mr. Kentaro Kaneko has abundant experience as General Manager, FA Robot Division, regarding the management of the business. The Company expects that his experience and insight will strengthen the decision-making and supervisory functions of its Board of Directors and contribute to the realization of management strategies, and has therefore nominated him again as a candidate for director.				

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
6	Tadashi Kuriyama (May 9, 1963) [New Candidate]	April 1987 Joined the Company April 2019 Vice President April 2023 Senior Vice President (to present) (Responsibilities) In charge of Power Distribution System Div.; in charge of Power Transformer Div.; General Manager of Power Products Sales Division	2,700
	[Reasons for selection as a candidate for director] Mr. Tadashi Kuriyama has deep insight as an engineer and abundant experience as General Manager, Power Distribution System Division, regarding the management of the business. The Company expects that his experience and insight will strengthen the decision-making and supervisory functions of its Board of Directors and contribute to the realization of management strategies, and has therefore nominated him as a candidate for director.		

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
7	<p>Emiko Magoshi (Emiko Yamamoto in the domiciliary register) (April 16, 1952)</p> <p>[Reappointment] [Outside] [Independent] [Female]</p> <p><Attendance at Board of Directors meetings> 8/8 (100.0%)</p>	<p>April 1976 Conference interpreter</p> <p>December 1989 Representative Director, Interlink Co., Ltd.</p> <p>April 1996 Associate Professor, Faculty of Modern Culture, Tokyo Junshin Women's College (currently Tokyo Junshin University)</p> <p>April 2001 Professor, Faculty of Modern Culture, Tokyo Junshin Women's College (currently Tokyo Junshin University)</p> <p>April 2002 Professor, International Management, J.F. Oberlin University</p> <p>March 2003 President, Transcultural Management Society (to present)</p> <p>October 2007 Guest Professor, Graduate School of Business Sciences, University of Tsukuba</p> <p>December 2007 Public Member, The Tokyo Metropolitan Government Labor Relations Commission</p> <p>June 2014 Outside Director, Hitachi Transport System, Ltd.</p> <p>March 2016 Outside Director, AXA Life Insurance Co., Ltd.</p> <p>April 2019 Outside Director, AXA Holdings Japan Co., Ltd. (to present)</p> <p> Vice President, J.F. Oberlin University</p> <p>June 2021 Outside Director, the Company (to present)</p> <p>June 2022 Outside Director, PC Depot Corporation</p> <p>July 2022 Management Advisor, Advisory Board, YKK Corporation</p> <p>April 2023 Professor Emeritus, J.F. Oberlin University (to present)</p> <p>(Significant concurrent positions)</p> <p>Professor Emeritus, J.F. Oberlin University</p> <p>President, Transcultural Management Society</p> <p>Outside Director, AXA Holdings Japan Co., Ltd.</p>	0
<p>[Reasons for selection as a candidate for outside director and overview of the expected role]</p> <p>Ms. Emiko Magoshi is expected to strengthen the supervisory and decision-making functions of the Company's Board of Directors by providing supervision and advice from an independent perspective based on her extensive knowledge and experience in transcultural and diversity management, etc. as a scholar of business administration. The Company has therefore nominated her again as a candidate for outside director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
8	<p>Yasufumi Fujiwara (February 14, 1959)</p> <p>[Reappointment] [Outside] [Independent]</p> <p><Attendance at Board of Directors meetings> 8/8 (100.0%)</p>	<p>August 1985 Research Associate, School of Engineering Science, Osaka University</p> <p>January 1991 Lecturer, School of Engineering Science, Osaka University</p> <p>April 1993 Associate Professor, Faculty of Engineering, Nagoya University</p> <p>November 1995 Visiting Associate Professor, The University of Illinois at Urbana-Champaign</p> <p>April 1997 Associate Professor, Graduate School of Engineering, Nagoya University</p> <p>July 2003 Professor, Graduate School of Engineering, Osaka University</p> <p>April 2006 Visiting Professor, Research Institute for Science & Technology, Tokyo University of Science</p> <p>August 2015 Vice Director, Osaka University</p> <p>April 2017 Director, Institute for NanoScience Design, Osaka University</p> <p>March 2020 Vice President, The Japan Society of Applied Physics</p> <p>June 2021 Outside Director, the Company (to present)</p> <p>April 2022 Director, R3 Institute for Newly-Emerging Science Design, Osaka University</p> <p>April 2024 Professor Emeritus, Osaka University (to present) Specially Appointed Professor, SANKEN,, Osaka University (to present) Deputy Director / Specially Appointed Professor, R3 Institute for Newly-Emerging Science Design, Osaka University (to present) Professor, Research Organization of Science and Technology, Ritsumeikan University (to present)</p> <p>(Significant concurrent positions) Professor Emeritus, Osaka University Specially Appointed Professor, SANKEN, Osaka University Deputy Director/Specially Appointed Professor, R3 Institute for Newly- Emerging Science Design, Osaka University Professor, Research Organization of Science and Technology, Ritsumeikan University</p>	0
<p>[Reasons for selection as a candidate for outside director and overview of the expected role]</p> <p>Mr. Yasufumi Fujiwara is expected to strengthen the supervisory and decision-making functions of the Company's Board of Directors by providing supervision and advice mainly on R&D, which the Company is emphasizing, from an independent perspective based on his deep expertise and abundant experience as an engineering specialist in academia in the field of semiconductor materials and applied physics. The Company has therefore nominated him again as a candidate for outside director. Although he has never been directly involved in corporate management, the Company believes that he will execute his duties properly as an outside director of the Company for the reasons stated above.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
9	Kiyotaka Kawasaki (November 26, 1965) [New Candidate] [Outside] [Independent]	<p>April 1991 Joined Midosuji Law Firm (currently Midosuji LPC)</p> <p>September 1995 Joined Davis Wright Tremaine LLP (USA)</p> <p>January 1996 Admitted to the New York State Bar</p> <p>September 1996 Returned to Midosuji Law Firm</p> <p>January 2000 Partner, Midosuji Law Firm</p> <p>June 2006 Outside Director, World Co., Ltd.</p> <p>October 2014 Outside Director, Inui Global Logistics Co., Ltd.</p> <p>April 2020 Representative Partner, Midosuji LPC (to present)</p> <p>Chairman, Contract Monitoring Committee, National Institute of Advanced Industrial Science and Technology (to present)</p> <p>June 2024 Outside Company Auditor, Tsubakimoto Chain Co. (to present)</p> <p>(Significant concurrent positions)</p> <p>Representative Partner, Midosuji LPC</p> <p>Chairman, Contract Monitoring Committee, National Institute of Advanced Industrial Science and Technology</p> <p>Outside Company Auditor, Tsubakimoto Chain Co.</p>	0
<p>[Reasons for selection as a candidate for outside director and overview of the expected role]</p> <p>Mr. Kiyotaka Kawasaki is expected to strengthen the supervisory and decision-making functions of the Company's Board of Directors by providing supervision and advice from an independent perspective, based on his deep insight and extensive experience in corporate legal affairs as an attorney. The Company has therefore nominated him as a candidate for outside director. Although he has never been directly involved in corporate management, the Company believes that he will execute his duties properly as an outside director of the Company for the reasons stated above.</p>			

- (Notes)
1. There are no special interests between any of the candidates and the Company.
 2. Ms. Emiko Magoshi, Mr. Yasufumi Fujiwara, and Mr. Kiyotaka Kawasaki are candidates for outside director, and each of them is a candidate for independent director as stipulated by the Tokyo Stock Exchange and the Fukuoka Stock Exchange.
 3. The term of office of Ms. Emiko Magoshi as an outside director of the Company will be four (4) years at the conclusion of this General Meeting of Shareholders.
 4. The term of office of Mr. Yasufumi Fujiwara as an outside director of the Company will be four (4) years at the conclusion of this General Meeting of Shareholders.
 5. Ms. Emiko Magoshi and Mr. Yasufumi Fujiwara currently serve as outside directors of the Company, and pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with them to limit their liability for damages under Article 423, Paragraph 1 of the same Act.

The liability for damages under the agreement is limited to the minimum liability amount stipulated in Article 425, Paragraph 1 of the same Act. If their election is approved, the Company plans to continue the agreement with them. In addition, if the election of Mr. Kiyotaka Kawasaki is approved, the Company plans to enter into a similar agreement with him.
 6. The Company has entered into a directors and officers liability insurance contract, as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company and plans to renew and maintain the said contract. If election of each candidate is approved, each of them will be the insured under the said insurance.

The said insurance contract covers litigation expenses and legal damages to be borne by the insured arising from third-party litigation, derivative lawsuits, and corporate litigation.

Provided, however, that there are certain exemptions; for example, damages arising from the insured's criminal acts shall not be covered.

Proposal 4: Election of Two (2) Auditors

The term of office of Auditor Mr. Keitaro Takahashi will expire, and Auditor Mr. Haruo Urata will resign from his position at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of two (2) Auditors is proposed.

The candidates for Auditor are as follows.

Mr. Shuichi Kageyama is nominated as a substitute for Mr. Haruo Urata. In accordance with the Articles of Incorporation, his term of office shall be until the expiration of his predecessor's term.

The Board of Auditors has given its prior consent to this proposal.

No.	Name	Sex	Attributes	Current positions at the Company
1	[New Candidate] Keiki Morimoto	Male		Member of the Board
2	[New Candidate] Shuichi Kageyama	Male	[Outside] [Independent]	

No.	Name (Date of birth)	Career summary, positions and significant concurrent positions		Number of shares of the Company held
1	Keiki Morimoto (July 11, 1959) [New Candidate]	April 1982 June 2011 June 2015 April 2021 April 2025	Joined the Company Vice President Senior Vice President and Member of the Board Executive Vice President and Member of the Board Member of the Board (to present)	4,300
	[Reasons for selection as a candidate for auditor] Mr. Keiki Morimoto has abundant management experience as a Member of the Board of the Company and broad insight into the operation of overseas affiliated companies. The Company expects that his experience and insight will strengthen the auditing function, and has therefore nominated him as a candidate for Auditor.			
2	Shuichi Kageyama (July 4, 1956) [New Candidate] [Outside] [Independent]	April 1979 April 2006 April 2009 April 2012 April 2014 April 2015 May 2015 April 2017 June 2017 March 2021 June 2022 June 2023 March 2025 (Significant concurrent positions) Director and Chair, The Royal Hotel Ltd. Chairman, Japan Hotel Association External Director, ELECOM CO., LTD.	Joined The Sumitomo Bank, Limited (currently Sumitomo Mitsui Banking Corporation) Executive Officer, Sumitomo Mitsui Banking Corporation Managing Executive Officer, Sumitomo Mitsui Banking Corporation Director and Senior Managing Executive Officer, Sumitomo Mitsui Banking Corporation Representative Director and Deputy President, Sumitomo Mitsui Banking Corporation Deputy Chairman of the Board, Sumitomo Mitsui Banking Corporation Representative Director, KANSAI KEIZAI DOYUKAI Deputy Chairman of the Board, Sumitomo Mitsui Banking Corporation Representative Director and President, The Royal Hotel Ltd. Vice Chairman, Japan Hotel Association External Director, ELECOM CO., LTD. (to present) Director and Chair, The Royal Hotel Ltd. (to present) Chairman, Japan Hotel Association (to present)	0
	[Reasons for selection as a candidate for outside auditor] Mr. Shuichi Kageyama is expected to strengthen the auditing function by providing supervision and advice to directors from an independent perspective based on his broad insight as a corporate manager and his abundant experience gained through business with numerous companies, and the Company has therefore nominated him as a candidate for outside auditor.			

- (Notes)
1. There are no special interests between any of the candidates and the Company.
 2. Mr. Shuichi Kageyama is a candidate for outside auditor.
 3. Mr. Shuichi Kageyama is a candidate for Independent Auditor as stipulated by the Tokyo Stock Exchange and the Fukuoka Stock Exchange.
 4. Mr. Shuichi Kageyama served as an executive at Sumitomo Mitsui Banking Corporation, a specified associated service provider of the Company, within the past ten years. His position and responsibilities at the time are as stated in the section titled “Career summary, positions and significant concurrent positions.” He left the company in May 2017.
 5. If the election of Mr. Shuichi Kageyama is approved, the Company plans to enter into an agreement with him, pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, to limit his liability for damages under Article 423, Paragraph 1 of the same Act. The liability for damages under the agreement will be limited to the minimum liability amount stipulated in Article 425, Paragraph 1 of the same Act.
 6. The Company has entered into a directors and officers liability insurance contract, as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company and plans to renew and maintain the said contract. If election of each candidate is approved, they will be the insured under the said insurance.

The said insurance contracts will compensate for damages including compensation for damages and legal expenses to be borne by the insureds as a result of the insureds assuming liability for the execution of his or her duties.

Provided, however, that there are certain exemptions; for example, damages arising from the insured’s criminal acts shall not be covered.

Reference: Corporate officers

If Proposals 3 and 4 are approved as proposed at the General Meeting, the composition of officers of the Company and their expertise and experience will be primarily as follows:

Officer/Responsibilities	Name	Management / Business strategies	Compliance / Risk management	Finance / Accounting	Human resource management	Technology / R&D	Sales / Marketing	International experience / diversity
Chairman	Tetsuya Tajiri	●	●	●	●		●	
President and Chief Executive Officer	Shoichiro Minomo	●				●	●	●
Senior Executive Vice President and Member of the Board	In charge of Head Office Kazuo Kamo	●			●		●	
Executive Vice President and Member of the Board	In charge of Industrial Electrical Equipment Div., Energy Management System Div., and Charging System Div. Haruhisa Kimura	●			●		●	
Executive Vice President and Member of the Board	In charge of Welding & Joining Div. FA Robot Div., and Clean Robot Div. Kentaro Kaneko	●	●		●		●	●
Senior Vice President and Member of the Board	In charge of Power Distribution System Div. and Power Transformer Div.; General Manager of Power Products Sales Div. Tadashi Kuriyama	●				●	●	
Member of the Board	Emiko Magoshi	●			●			●
Member of the Board	Yasufumi Fujiwara					●		●
Member of the Board	Kiyotaka Kawasaki		●					●
Standing Auditor	Keiki Morimoto	●				●	●	●
Standing Auditor	Ichiro Tokai	●	●					
Auditor	Masashi Yoshida			●				
Auditor	Hiroyuki Shime	●	●		●		●	●
Auditor	Shuichi Kageyama	●	●	●			●	