Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

(Stock Exchange Code 2264) June 4, 2019

To Shareholders with Voting Rights:

Michio Miyahara President Morinaga Milk Industry Co., Ltd. 5-33-1 Shiba, Minato-ku, Tokyo, Japan

# NOTICE OF

#### THE 96TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders,

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

You are cordially invited to attend the 96th Annual General Meeting of Shareholders of Morinaga Milk Industry Co., Ltd. (the "Company"). The meeting will be held for the purposes as described below.

If you are unable to attend the meeting, you can exercise your voting rights in writing or by electronic means (Internet). Please exercise your voting rights by means of either of the following upon reviewing the accompanying Reference Documents for the Annual General Meeting of Shareholders.

#### [Exercise of Voting Rights in Writing]

Please indicate your approval or disapproval of the proposals on the enclosed Voting Rights Exercise Form and return it so that it is received by 5:30 p.m., June 26, 2019, Japan time.

# [Exercise of Voting Rights by Electronic Means (Internet)]

Please refer to "Guide to the Exercise of Voting Rights via the Internet" (Page 4) and indicate your approval or disapproval of the proposals by 5:30 p.m., June 26, 2019, Japan time.

**1. Date and Time:** Thursday, June 27, 2019 at 10:00 a.m. Japan time (reception starts at 9:00 a.m.)

**2. Place:** Toranomon Hills Forum

Toranomon Hills Mori Tower 5th Floor, 1-23-3 Toranomon, Minato-ku, Tokyo, Japan

(Please note that we may guide you to meeting room No. 2 depending on the

status of meeting room No. 1.)

3. Meeting Agenda:

Matters to be reported: 1. The Business Report, Consolidated Financial Statements for the Company's

96th Fiscal Year (April 1, 2018 - March 31, 2019) and results of audits of the Consolidated Financial Statements by the Accounting Auditors and the Audit & Supervisory Board

Non-consolidated Financial Statements for the Company's 96th Fiscal Year (April 1, 2018 - March 31, 2019)

Proposals to be resolved:

Proposal 1: Appropriation of Surplus Proposal 2: Election of Ten (10) Directors

Proposal 3: Election of One (1) Audit & Supervisory Board Member

Proposal 4: Election of One (1) Substitute Audit & Supervisory Board Member

 When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.

- The following are posted on the Company's website (https://www.morinagamilk.co.jp/ir/stock/info.html) in place of this notice in accordance with laws and regulations and Article 16 of the Company's Articles of Incorporation.
  - 1) Notes to consolidated financial statements
  - 2) Notes to non-consolidated financial statements
  - Consolidated financial statements and non-consolidated financial statements audited by the Audit & Supervisory Board Members and the accounting auditors are the accompanying documents of this notice as well as the notes to consolidated financial statements and notes to non-consolidated financial statements on the Company's website.
- If it is necessary to modify the contents of the Reference Documents for the Annual General Meeting of Shareholders and/or the accompanying documents, the modified versions will be posted on the Company's website.

# **Guide to the Exercise of Voting Rights**

#### For Those Attending the General Meeting of Shareholders

Date and time of the meeting: Thursday, June 27, 2019 at 10:00 a.m. Japan time (reception starts at 9:00 a.m.)

Please bring and present the enclosed Voting Rights Exercise Form at the reception desk of the meeting place. Additionally, please bring this document with you as reference for the proceedings.

#### For Those Not Attending the General Meeting of Shareholders

#### Via mail

Exercise deadline: Arrival by Wednesday, June 26, 2019 at 5:30 p.m. Japan time

Please indicate your vote for or against the proposals on the Voting Rights Exercise Form enclosed herewith, and return it to us by the deadline.

#### Via the Internet

Exercise deadline: Wednesday, June 26, 2019 at 5:30 p.m. Japan time

Please indicate whether you approve or disapprove of each proposal on the Exercise of Voting Rights Website that is designated by the Company:

https://evote.tr.mufg.jp/

Please see the following page for details.

# 1. Exercise of Voting Rights by Proxy

If you are unable to attend the Annual General Meeting of Shareholders, you can have another shareholder, who also has a voting right, act as proxy. In such case, submission of a document in writing certifying the authority as proxy will be required.

#### 2. Handling of Duplicate Voting

- (1) If you exercise your voting rights in duplicate in both writing and via the Internet, the vote exercised via the Internet will be deemed valid.
- (2) If you exercise your voting rights in duplicate via the Internet, your last vote exercised will be deemed valid. Also, if you exercise your voting rights in duplicate on computers, smartphones and/or mobile phones, your last vote exercised will be deemed valid.

# [Guide]

1. Electronic Platform for Exercising Voting Rights

Nominee shareholders such as custodian banks (including standing proxies) can use the Electronic Voting Platform for Institutional Investors, which is operated by ICJ, as a means of exercising voting rights for the meeting only if they submit an application to do so in advance.

# Guide to the Exercise of Voting Rights via the Internet

Exercise of your voting rights via the Internet is possible only by accessing the Exercise of Voting Rights Website that is designated by the Company (https://evote.tr.mufg.jp/), from a computer, smartphone, and/or mobile phone.

(Please note that operation of the Website stops from 2:00 a.m. to 5:00 a.m. Japan time each day)

In case of a smartphone:

How to scan a QR Code

When exercising voting rights from a smartphone, entry of the log-in ID and temporary password is no longer necessary!

You may login by scanning log-in QR Code, indicated on the enclosed Voting Rights Exercise Form Supplement (along the right side).

\* Exercising your voting rights by the above method is only available once.

When logging in for the second and subsequent occasions, please login by following the instructions below.

How to enter log-in ID and temporary password:

How to use the Exercise of Voting Rights Website

- 1. Access the Exercise of Voting Rights Website
- 2. Enter the log-in ID and temporary password that are indicated on the lower right of the Voting Rights Exercise Form
- 3. Input both the "new password" and "new password (confirmation)"
  Please indicate your approval or disapproval by following the on-screen instructions
- \* Login by QR Code may not be available on certain smartphone devices. If unable to log-in by QR Code, please exercise your voting rights by accessing the Exercise of Voting Rights Website designated by the Company (https://evote.tr.mufg.jp/).
- \* QR Code is a registered trademark of DENSO WAVE INCORPORATED.

#### [Note]

1. Cost Incurred in Accessing the Exercise of Voting Rights Website

The costs incurred when accessing the voting website, such as Internet access fees and transmission fees using a computer, smartphone, and/or mobile phone, will be borne by shareholders.

For inquiries about the system and other matters (Help Desk), contact: Securities Business Division, Mitsubishi UFJ Trust and Banking Corporation Phone: (0120) 173-027 (Toll Free) (available from 9:00 to 21:00) (Japan only)

# Reference Documents for the Annual General Meeting of Shareholders

### **Proposals and References**

#### **Proposal 1: Appropriation of Surplus**

In the light of profit for the current fiscal year, future management environment and stable distribution of profits to shareholders, as well as to express our gratitude for your constant support and reinforce our management practices, we propose to appropriate the surplus as follows by increasing five (5) yen per share from the end of the previous fiscal year.

#### 1. Year-end cash dividend

- (1) Type of dividend property: Cash
- (2) Allotment of dividend property to shareholders and total amount Allotment of dividend property to shareholders: ¥55 per share of the Company's common stock Total amount: ¥2,720,210,570
- (3) Effective date of the dividends of surplus: June 28, 2019

#### 2. Other Appropriations of Surplus

(1) Item and the amount of surplus to be increased:

Reserve for dividends: \$700,000,000General reserve: \$6,300,000,000

(2) Item and the amount of surplus to be decreased:

Retained earnings brought forward: \quad \text{\forward},000,000,000

# **Proposal 2: Election of Ten (10) Directors**

The terms of office of all the eleven (11) Directors will expire at the conclusion of the meeting. Accordingly, we propose the election of ten (10) Directors, reducing the number of Directors by one (1) to enable strategic and flexible decision-making by the Board of Directors.

The candidates for Director are as follows.

No.	Na	nme	Current positions and responsibilities at the Company	Attendance at Board of Directors meetings	Number of shares of the Company held
1	Reappointment	Michio Miyahara	Representative Director and President	100% (14 / 14)	18,200 shares
2	Reappointment	Junichi Noguchi	Representative Director and Executive Vice President (Assistant to President)	100% (14 / 14)	14,400 shares
3	Reappointment	Teiichiro Okawa	Senior Managing Director (R&D) Senior Executive Managing Officer, and General Manager of R&D Division	100% (14 / 14)	7,400 shares
4	Reappointment	Yoichi Onuki	Managing Director (Strategic Planning, Finances and Information System) Executive Managing Officer and General Manager of Strategic Planning Division	100% (14 / 14)	3,700 shares
5	Reappointment	Tsuyoshi Minato	Managing Director (Administration and Special Affairs) Executive Managing Officer, General Manager of Corporate Division, and General Manager of Special Affairs Division	100% (14 / 14)	4,700 shares
6	Reappointment	Shigemi Kusano	Director (Manufacturing Division)	100% (14 / 14)	4,100 shares
7	Reappointment	Mitsumasa Saito	Director (Public Relations, CSR, and Audit) Executive Managing Officer and General Manager of Corporate Communications Division	100% (14 / 14)	7,100 shares
8	Reappointment	Kenichi Ohara	Director (Sales and Marketing) Executive Managing Officer and General Manager of Sales & Marketing Division	100% (14 / 14)	4,100 shares
9	Reappointment External Director Independent Director	Shoji Kawakami	Director	100% (14 / 14)	1,200 shares
10	New Candidate External Director Independent Director	Takatomo Yoneda	Audit & Supervisory Board Member	100% (14 / 14)	2,400 shares

<sup>(</sup>Note 1) Current positions and responsibilities at the Company display information as of May 24, 2019, the date the Reference Documents for the Annual General Meeting of Shareholders were created.

<sup>(</sup>Note 2) The attendance of Mr. Takatomo Yoneda at meetings of the Board of Directors was those which he attended as External Audit & Supervisory Board Member.

No.	Name (Date of birth)		Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	Michio Miyahara (January 4, 1951) Reappointment Attendance at Board of Directors meetings 100% (14 / 14)	April 1975 April 2001 June 2003 June 2005 February 2006 June 2007 June 2007 June 2009 February 2010 June 2011 June 2012 [Significant concertainty co	Joined the Company General Manager of Morioka Plant Managing Officer and General Manager of Engineering Section, Production Department Executive Managing Officer and General Manager of Production Department Executive Managing Officer and General Manager of Manufacturing Division Senior Executive Managing Officer and General Manager of Manufacturing Division Senior Managing Director, Senior Executive Managing Officer and General Manager of Manufacturing Division Director and Executive Vice President Director, Executive Vice President, Managing Officer and General Manager of Sales & Marketing Division 2 Representative Director and Executive Vice President Representative Director and President (present) to present urrent positions] an Dairy Industry Association	18,200
	<reasons for="" selection<="" td=""><td>n as candidate&gt;</td><td></td><td></td></reasons>	n as candidate>		

Aside from holding posts in the manufacturing and sales divisions of the Company, Mr. Michio Miyahara has served as an executive in related organizations, and possesses specialized knowledge regarding the dairy industry. Additionally, from 2007 onward, he has experienced important duties as Director, and from 2012, he has managed the Group as Representative Director and President. By utilizing this knowledge and experience, the Company expects that he can contribute to further growth and improvement in corporate value of the Group, and his reappointment as candidate for Director is requested.

April 1973. Joined the Company

	April 19/3	Joined the Company	
	June 2003	Managing Officer and General Manager of Retail Department	
	February 2006	Managing Officer and General Manager of Fresh Products	
		Division	
220	June 2007	Managing Director, Executive Managing Officer and General	
		Manager of Sales & Marketing Division	
	June 2009	Senior Managing Director, Senior Executive Managing Officer	
		and General Manager of Sales & Marketing Division	
	February 2010	Senior Managing Director, Senior Executive Managing Officer	
		and General Manager of Sales & Marketing Division 1	14,400
Junichi Noguchi	June 2014	Director, Executive Vice President, Managing Officer and	14,400
(June 30, 1950)		General Manager of Sales & Marketing Division 1	
D :	June 2015	Representative Director, Executive Vice President, Managing	
Reappointment		Officer and General Manager of Sales & Marketing Division I	
Attendance at Board	June 2016	Representative Director, Executive Vice President, Managing	
of Directors meetings		Officer and General Manager of Sales & Marketing Division	
100% (14 / 14)	June 2017	Representative Director and Executive Vice President (present)	
( , )		to present	
	[Responsibilities a	at the Company]	

<Reasons for selection as candidate>

Assistant to President

2

Aside from holding posts in the sales division of the Company, Mr. Junichi Noguchi has served as an executive in related organizations, and possesses specialized knowledge regarding the dairy industry. Additionally, from 2007 onward, he has experienced important duties as Director, and from 2015, he has managed the Group as Representative Director and Executive Vice President. By utilizing this knowledge and experience, the Company expects that he can contribute to further growth and improvement in corporate value of the Group, and his reappointment as candidate for Director is requested.

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	Teiichiro Okawa (June 21, 1956) Reappointment Attendance at Board of Directors meetings 100% (14 / 14)	April 1982 Joined the Company June 2012 General Manager of Food Research & Development Institute June 2013 Managing Officer and General Manager of Food Research & Development Institute June 2015 Managing Director, Executive Managing Officer and General Manager of Food Research & Development Institute November 2015 Managing Director June 2016 Managing Director, Executive Managing Officer and General Manager of R&D Division June 2017 Senior Managing Director, Senior Executive Managing Officer and General Manager of R&D Division (present) to present [Responsibilities at the Company] Research & Development [Significant concurrent positions] President, Japanese National Committee of International Dairy Federation	7,400

Aside from holding posts in the research division of the Company and being involved in business overseas for many years, Mr. Teiichiro Okawa has served as an executive in both domestic and overseas related organizations, and possesses specialized knowledge regarding the dairy industry and a wealth of both domestic and overseas experience. Additionally, from 2013 onward, he has experienced important duties as Managing Officer, and from 2015, he has been involved in management as Director. By utilizing this knowledge and experience, the Company expects that he can contribute to further growth and improvement in corporate value of the Group, and his reappointment as candidate for Director is requested.

	•	April 1983	Joined the Company	
		May 2008	General Manager of Sales & Marketing Administration Office,	
			Sales & Marketing Division	
		February 2010	General Manager of Sales & Marketing Administration Office	
	66	June 2011	Managing Officer, General Manager of Corporate Strategic	
			Planning Department and General Manager of Public Relations	
			Department	
	100	November 2014	Managing Officer, General Manager of Corporate Strategic	
			Planning Department	2.700
	Yoichi Onuki	June 2015	Director, Executive Managing Officer and General Manager of	3,700
	(December 4, 1959)		Corporate Strategic Planning Department	
4		April 2016	Director	
4	Reappointment	June 2017	Managing Director	
	Attendance at Board	June 2018	Managing Director, Executive Managing Officer and General	
	of Directors meetings		Manager of Strategic Planning Division (present)	
	100% (14 / 14)		to present	
	10070 (147 14)	[Responsibilities a	t the Company]	
		Strategic Planning	, Finances and Information System	

<Reasons for selection as candidate>

Mr. Yoichi Onuki has held posts in the sales and administration divisions of the Company and possesses specialized knowledge regarding the dairy industry. Additionally, from 2011 onward, he has experienced important duties as Managing Officer, and from 2015, he has been involved in management as Director. By utilizing this knowledge and experience, the Company expects that he can contribute to further growth and improvement in corporate value of the Group, and his reappointment as candidate for Director is requested.

No.	Name (Date of birth)		Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	Tsuyoshi Minato (June 23, 1964) Reappointment Attendance at Board of Directors meetings 100% (14 / 14)	June 2010  June 2015  November 2015  June 2016  June 2018  [Responsibilities at Administration and [Significant concur	Special Affairs	4,700

Aside from holding posts in the administration division of the Company, Mr. Tsuyoshi Minato has served as an executive in related organizations, and possesses specialized knowledge regarding the dairy industry. Additionally, from 2010 onward, he has experienced important duties as Managing Officer, and from 2015, he has been involved in management as Director. By utilizing this knowledge and experience, the Company expects that he can contribute to further growth and improvement in corporate value of the Group, and his reappointment as candidate for Director is requested.

		April 1980	Joined the Company	
		April 2008	General Manager of Tokyo Plant	1
		June 2011	General Manager of Quality Assurance Department	1
		June 2013	Managing Officer and General Manager of Production	1
			Department, Manufacturing Division	I
		November 2013	Managing Officer and General Manager of Manufacturing	1
	40.45		Department, Manufacturing Division	1
		June 2016	Director, Executive Managing Officer, Deputy General Manager	4,100
	Shigemi Kusano		of Manufacturing Division and General Manager of	4,100
	(May 26, 1957)		Manufacturing Department	I
	Dagmaintment	June 2017	Director, Executive Managing Officer and General Manager of	1
6	Reappointment		Manufacturing Division	I
	Attendance at Board	April 2019	Director (present)	I
	of Directors meetings		to present	I
	100% (14 / 14)	[Responsibilities a	at the Company]	1
	, ,	Manufacturing Div	vision	<u> </u>

<Reasons for selection as candidate>

Aside from holding posts in the manufacturing division of the Company, Mr. Shigemi Kusano has served as an executive in related organizations and possesses specialized knowledge regarding the dairy industry. Additionally, from 2013 onward, he has experienced important duties as Managing Officer in executive posts, and from 2016, he has been involved in management as Director. By utilizing this knowledge and experience, the Company expects that he can contribute to further growth and improvement in corporate value of the Group, and his reappointment as candidate for Director is requested.

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
7	Mitsumasa Saito (January 1, 1958) Reappointment Attendance at Board of Directors meetings 100% (14 / 14)	April 1980 Joined the Company June 2008 General Manager of General Affairs Department May 2009 General Manager of Purchasing Department, Manufacturing Division  June 2011 Managing Officer and General Manager of Purchasing Department, Manufacturing Division  June 2012 Managing Officer and General Manager of Human Resources Department  June 2016 Director  June 2018 Director, Executive Managing Officer and General Manager of Corporate Communication Divisions (present) to present  [Responsibilities at the Company] Public Relations, CSR and Audit	7,100
	D C 1 ( 11 ( )		

Aside from holding posts in the manufacturing and administration divisions, Mr. Mitsumasa Saito has served as an executive in related organizations and possesses specialized knowledge regarding the dairy industry. Additionally, from 2011 onward, he has experienced important duties as Managing Officer in executive divisions, and from 2016, he has been involved in management as Director. By utilizing this knowledge and experience, the Company expects that he can contribute to further growth and improvement in corporate value of the Group, and his reappointment as candidate for Director is requested.

		January 1982	Joined Kelly Clark Company (until October 1982)	
		December 1982	Joined Hagoromo Canning Company (current Hagoromo Foods	
			Corporation) (until April 1986)	
		April 1986	Joined Future Marketing Co., Ltd. (until October 1987)	
		December 1987	Joined the Company	
		June 2007	Seconded to Chez Forest Co. Ltd. (Representative Director and	
			President)	
		June 2010	Managing Officer and Deputy General Manager of Tokyo Office	
			of the Company	4,100
	Kenichi Ohara	June 2012	Managing Officer and Deputy General Manager of Sales &	4,100
	(January 6, 1958)		Marketing Division 1	
8	D '	June 2016	Director, Executive Managing Officer and General Manager of	
0	Reappointment		Sales & Marketing Division 1	
	Attendance at Board	June 2017	Director, Executive Managing Officer and General Manager of	
	of Directors meetings		Sales & Marketing Division (present)	
	100% (14 / 14)		to present	
		[Responsibilities a	at the Company]	
		Sales and Marketi	ng	

<sup>&</sup>lt;Reasons for selection as candidate>

Mr. Kenichi Ohara has held posts in the sales division of the Company and possesses specialized knowledge regarding the dairy industry. Additionally, from 2010 onward, he has experienced important duties as Managing Officer in executive posts, and from 2016, he has been involved in management as Director. By utilizing this knowledge and experience, the Company expects that he can contribute to further growth and improvement in corporate value of the Group, and his reappointment as candidate for Director is requested.

April 1974 Joined Toyota Motor Co., Ltd. (current Toyota Motor Corporation)  January 1994 General Manager of Cost Accounting Office, Accounting Division, Accounting Group of Toyota Motor Corporation  January 1998 Seconded to Kuozui Motors, Ltd. as Vice President  January 2000 Senior Vice President of Kuozui Motors, Ltd.  January 2001 General Manager, Affiliated Business Department, Accounting Division of Toyota Motor Corporation  January 2005 Seconded to AISAN INDUSTRY CO., LTD.  January 2005 June 2005 Transferred to AISAN INDUSTRY CO., LTD.  June 2007 Managing Director of AISAN INDUSTRY CO., LTD.  June 2008 Senior Vice President of Kuozui Motors, Ltd. as Vice President  January 2001 General Manager, Affiliated Business Department, Accounting Division of Toyota Motor Corporation  January 2005 Seconded to AISAN INDUSTRY CO., LTD.  June 2005 Transferred to AISAN INDUSTRY CO., LTD.  June 2008 Senior Executive Managing Officer and Representative Director of AISAN INDUSTRY CO., LTD.  June 2013 Part-time Advisor of AISAN INDUSTRY CO., LTD. (until June 2014)  June 2015 External Director of the Company (present)  June 2018 External Director of TECHNOSMILE, INC. (present)  Isignificant concurrent positions]  External Director of TECHNOSMILE, INC.	No.	Name (Date of birth)		Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
	9	(October 4, 1949)  Reappointment External Director Independent Director Attendance at Board of Directors meetings	January 1994  January 1998  January 2000  January 2001  January 2005  June 2005  June 2007  June 2008  June 2013  June 2015  June 2018  [Significant concur	Corporation) General Manager of Cost Accounting Office, Accounting Division, Accounting Group of Toyota Motor Corporation Seconded to Kuozui Motors, Ltd. as Vice President Senior Vice President of Kuozui Motors, Ltd. General Manager, Affiliated Business Department, Accounting Division of Toyota Motor Corporation Seconded to AISAN INDUSTRY CO., LTD. Transferred to AISAN INDUSTRY CO., LTD. as Director Managing Director of AISAN INDUSTRY CO., LTD. Senior Executive Managing Officer and Representative Director of AISAN INDUSTRY CO., LTD. Part-time Advisor of AISAN INDUSTRY CO., LTD. (until June 2014) External Director of the Company (present) External Director of TECHNOSMILE, INC. (present) to present	1,200

<sup>&</sup>lt;Reasons for selection as candidate>

Mr. Shoji Kawakami possesses a wealth of experience, having served as General Manager of Affiliated Business Department, Accounting Division of Toyota Motor Corporation and had a managerial role at AISAN INDUSTRY CO., LTD. He was also involved in an overseas business at Kuozui Motors, Ltd., and has contributed to the management of the Company from an independent position as an External Director of the Company from June 2015. To continue to receive advice and recommendations toward management from these wide insights, his reappointment as candidate for External Director is requested.

<Term of office as Director>

He will have served as an External Director for four (4) years since June 2015 upon the conclusion of this Annual General Meeting of Shareholders.

No.	Name (Date of birth)		Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
10	Takatomo Yoneda (December 20, 1945)  New Candidate External Director Independent Director Attendance at Board of Directors meetings 100% (14 / 14)	April 1968  May 1993  January 1997  June 1997  June 1998  October 1998  April 2002  June 2008  June 2012  June 2015	Joined The Industrial Bank of Japan, Limited (IBJ) (current Mizuho Financial, Inc.) General Manager of Bangkok Branch (BIBF) of IBJ General Manager of Bangkok Branch (full branch) of IBJ General Manager of International Finance Division of IBJ (until May 1998) Director of Copal Co., Ltd. (current NIDEC COPAL CORPORATION) Chairman and Representative Director of NIDEC COPAL (MALAYSIA) SDN. BND. Managing Director and CFO of NIDEC COPAL CORPORATION Director, Senior Executive Managing Officer and CFO of NIDEC COPAL CORPORATION Senior Executive Managing Officer of NIDEC COPAL CORPORATION (until December 2012) External Audit & Supervisory Board Member of the Company (present) to present	2,400

Having served for many years at The Industrial Bank of Japan, Limited, Mr. Takatomo Yoneda possesses specialized knowledge regarding finance, accounting and international business, has advanced insight on corporate management through his managerial role at NIDEC COPAL CORPORATION over a long period of time at Nidec Group, and has a wealth of both domestic and overseas experience. Furthermore, he has provided the management of the Company with effective advice from an objective perspective as an External Audit & Supervisory Board Member from June 2015. The Company has judged him capable of being an External Director of the Company in contributing to the management of the Company from an independent position and providing advice and recommendations toward management from his wide insights, and his appointment as candidate for External Director is requested.

- (Note 1) Past experience, positions, responsibilities, and significant concurrent positions for each candidate display information as of May 24, 2019, the date the Reference Documents for the Annual General Meeting of Shareholders were created.
- (Note 2) No special interest exists between each candidate and the Company.
- (Note 3) Mr. Shoji Kawakami and Mr. Takatomo Yoneda are candidates for External Director.
- (Note 4) Mr. Takatomo Yoneda is an External Audit & Supervisory Board Member of the Company, and will have served for four (4) years since June 2015 upon the conclusion of this Annual General Meeting of Shareholders. He intends to retire from his position as External Audit & Supervisory Board Member when his term of office expires upon the conclusion of this Annual General Meeting of Shareholders. His attendance at meetings of the Board of Directors was those he attended as External Audit & Supervisory Board Member.
- (Note 5) The Company has registered Mr. Shoji Kawakami and Mr. Takatomo Yoneda with the Tokyo Stock Exchange as independent directors. If their elections are approved and they assume office, the Company intends to maintain their registrations as independent directors.
- (Note 6) The Company has entered into liability limitation agreements with Mr. Shoji Kawakami and Mr. Takatomo Yoneda. If Mr. Shoji Kawakami's reelection and Mr. Takatomo Yoneda's election are approved at this Annual General Meeting of Shareholders and they assume office, the Company intends to extend the agreement with Mr. Shoji Kawakami and enter into a new agreement of the same content with Mr. Takatomo Yoneda as an External Director. The outline of the agreement is as follows:
  - 1) If an External Director is liable to the Company for damages pursuant to Article 423, Paragraph 1 of the Companies Act, his/her liability shall be limited to the minimum liability amount stipulated by laws and regulations.
  - 2) The limitation of liability stated above is only applicable if an External Director is in good faith and is not grossly negligent in performing his/her duties.

## Proposal 3: Election of One (1) Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member, Mr. Takatomo Yoneda will expire at the conclusion of this Annual General Meeting of Shareholders, and we propose the election of one (1) Audit & Supervisory Board Member.

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

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

Name (Date of birth)		Past experience, positions, and significant concurrent positions	Number of shares of the Company held
Mayumi Yamamoto (February 11, 1956)  New Candidate External Audit & Supervisory Board Member  Independent Audit & Supervisory Board Member	April 1984 September 1990 January 2005 [Significant concu-Attorney at law (Concurrence)]	Registered as an Attorney at law (Tokyo Bar Association) Joined Takeo Ishiguro law firm Established Ginza Shin Sogo law firm (until December 2004) Established Ginza Shin Meiwa law firm (present) to present trent positions] Ginza Shin Meiwa law firm)	0

<Reasons for selection as candidate>

Although Ms. Mayumi Yamamoto has no experience of direct involvement in corporate management, she is expected to be capable of objectively and expertly auditing the Company's management in view of her professional knowledge of legal matters as an attorney at law and abundant experience of commercial issues, and her appointment as candidate for External Audit & Supervisory Board Member is requested.

- (Note 1) Past experience, positions, and significant concurrent positions for the candidate display information as of May 24, 2019, the date the Reference Documents for the Annual General Meeting of Shareholders were created.
- (Note 2) No special interest exists between the candidate Ms. Mayumi Yamamoto and the Company.
- (Note 3) Ms. Mayumi Yamamoto is a candidate for External Audit & Supervisory Board Member.
- (Note 4) If election of Ms. Mayumi Yamamoto is approved and she assumes office, the Company intends to register her as a new independent Audit & Supervisory Board Member.
- (Note 5) If election of Ms. Mayumi Yamamoto is approved and she assumes office, the Company intends to enter into a liability limitation agreement with Ms. Yamamoto. The outline of the agreement is as follows:
  - If an External Audit & Supervisory Board Member is liable to the Company for damages pursuant to Article 423, Paragraph 1 of the Companies Act, his/her liability shall be limited to the minimum liability amount stipulated by laws and regulations.
  - 2) The limitation of liability stated above is only applicable if an External Audit & Supervisory Board Member is in good faith and is not grossly negligent in performing his/her duties.

## Proposal 4: Election of One (1) Substitute Audit & Supervisory Board Member

To prepare for a contingency in which the number of Audit & Supervisory Board Members falls below the minimum stipulated by laws and regulations, subject to the approval of External Audit & Supervisory Board Member Mr. Masahiko Ikaga and Proposal 3: "Election of One (1) Audit & Supervisory Board Member," we propose the election of one (1) Substitute Audit & Supervisory Board Member as a substitute External Audit & Supervisory Board Member Ms. Mayumi Yamamoto.

The validity of the election under this proposal may only be cancelled prior to the assumption of office based on resolution by the Board of Directors upon consent of the Audit & Supervisory Board.

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

The candidate for the Substitute Audit & Supervisory Board Member is as follows.

Name (Date of birth)	Past experience, positions, and significant concurrent positions	Number of shares of the Company held
Hiroshi Fujiwara (August 25, 1955)  External Audit & Supervisory Board Member Independent Audit & Supervisory Board Member	April 1981 Registered as an Attorney at law (Tokyo Bar Association) Joined Hashimoto Shirohei law firm (current Hashimoto Sogo law firm) (present)  Practicing-attorney-professor for civil advocacy of Legal Training and Research Institute of Japan, Supreme Court of Japan (until January 2007)  April 2011 Vice-President, Tokyo Bar Association (until March 2012)  June 2015 External Audit & Supervisory Board Member of Kaneka Corporation (present) to present  [Significant concurrent positions]  Attorney at law (Hashimoto Sogo law firm)  External Audit & Supervisory Board Member of Kaneka Corporation	0

<sup>&</sup>lt;Reasons for selection as candidate>

Although Mr. Hiroshi Fujiwara has no experience of direct involvement in corporate management, he is expected to be capable of objectively and expertly auditing the Company's management in view of his professional knowledge of legal matters as an attorney at law and abundant experience of commercial issues.

- (Note 1) Past experience, positions, and significant concurrent positions for the candidate display information as of May 24, 2019, the date the Reference Documents for the Annual General Meeting of Shareholders were created.
- (Note 2) No special interest exists between the candidate Mr. Hiroshi Fujiwara and the Company.
- (Note 3) Mr. Hiroshi Fujiwara is a candidate for Substitute External Audit & Supervisory Board Member.
- (Note 4) If Mr. Hiroshi Fujiwara is appointed as the External Audit & Supervisory Board Member, the Company intends to register him with the Tokyo Stock Exchange as an independent Audit & Supervisory Board Member.
- (Note 5) If Mr. Hiroshi Fujiwara is appointed as the External Audit & Supervisory Board Member, the Company intends to enter into a liability limitation agreement with Mr. Fujiwara. The outline of the agreement is as follows:
  - 1) If an External Audit & Supervisory Board Member is liable to the Company for damages pursuant to Article 423, Paragraph 1 of the Companies Act, his/her liability shall be limited to the minimum liability amount stipulated by laws and regulations.
  - 2) The limitation of liability stated above is only applicable if an External Audit & Supervisory Board Member is in good faith and is not grossly negligent in performing his/her duties.

## Reference

Standards for Determining Independence of External Executives

If External Directors, External Audit & Supervisory Board Members, and candidates thereof fulfill the following conditions, the Company will determine that they possess adequate independence from the Company.

- (1) The person is not currently an Executive Director, etc., (Note 2) of the Group (Note 1), and was not an Executive Director, etc., of the Group in the past. For External Audit & Supervisory Board Members, in addition to the above, the person was not a Non-executive Director of the Group.
- (2) Within the present fiscal year and within the past three fiscal years, none of the following items applied.
  - 1) The person holds the Group as a major transaction partner (Note 3) or is an Executive Director, etc., of said transaction partner.
  - 2) The person is a major transaction partner of the Group (Note 4) or is an Executive Director, etc., of said transaction partner.
  - 3) The person is a consultant, accounting specialist, or legal specialist that receives a significant amount of cash (Note 5) or other property other than executive remuneration. Additionally, if the party receiving said property is an organization such as a corporation or association, then a person affiliated with said organization.
  - 4) The person is a major shareholder of the Company (Note 6) or is an Executive Director, etc., of said major shareholder.
  - 5) The person is from an organization such as a corporation or association that receives donations or support exceeding a certain amount (Note 7) from the Group.
- (3) The person is not currently a spouse or relative to within the second degree of a person to which any of the following apply.
  - 1) An Executive Director, etc., or a Non-executive Director of the Group. However, for persons who are employees also serving as Executive Directors, etc., this is limited to significant employees (Note 8).
  - 2) Significant persons (Note 9) to which any of (2) 1) to 5) apply.
- (4) The person is not a Director, Audit & Supervisory Board Member, Executive, Managing Officer, or employee of a company with which the Group has a mutual seconding of Directors, Audit & Supervisory Board Members, Executives, or Managing Officers.
- (5) None of the following items apply to the person.
  - 1) Persons with which there may be a conflict of interest with general shareholders.
  - 2) Persons with a total term of office exceeding eight (8) years.
- (Note 1) The Group refers to the Company and subsidiaries of the Company.
- (Note 2) Executive Directors, etc., refer to Executive Directors, Executives, Managing Officers, Managers, and other employees.
- (Note 3) Persons who hold the Group as a major transaction partner are persons that receive payment from the Group of 2% or more of total annual consolidated net sales of said transaction partner.
- (Note 4) Major transaction partners of the Group are persons to which any of the following apply.
  - 1) Persons whose payment to the Group is 2% or more of total annual consolidated net sales of the Group.
  - 2) A financial institution whose balance of loans to the Group as of the end of the fiscal year comprises 2% or more of total consolidated assets of the Group.
- (Note 5) A significant amount of cash is 10 million yen per annum or 2% or more of consolidated net sales or total revenue for said corporation, whichever amount is greater, on average for the past three fiscal years.
- (Note 6) Major shareholders are shareholders that hold stocks that account for 10% or more of total voting rights.
- (Note 7) A certain amount is 10 million yen per annum or 30% or more of total annual expenses for said corporation, whichever amount is greater, on average for the past three fiscal years.
- (Note 8) Significant employees are employees that are in upper levels of management, such as General Managers or higher.
- (Note 9) Significant persons are certified public accountants, attorneys (including so-called associates), corporate directors, and committee members, etc., or persons that can objectively and rationally be said to possess a similar level of significance.