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(Security Code 7408)
June 9, 2021

To Shareholders:

Harutoshi Okita
President & CEO
JAMCO Corporation
Registered Office:
6-11-25, Osawa, Mitaka-shi, Tokyo, Japan
Head Office:
1-100, Takamatsu-cho, Tachikawa-shi, Tokyo, Japan

**NOTICE OF
THE 81ST ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage. We are pleased to announce that the 81st Annual General Meeting of Shareholders of JAMCO Corporation (the “Company”) will be held for the purposes as described below.

As a measure to prevent the spread of the novel coronavirus (COVID-19) infections, we would like to request you to exercise your voting rights either in writing or via the Internet if at all possible, and to refrain from attending the meeting in person. In regards to the exercising of voting rights, please review the attached Reference Documents for the General Meeting of Shareholders, refer to “Exercise of Voting Rights” on page 3, and exercise your voting rights by 5:30 p.m. on Thursday, June 24, 2021, Japan time. In addition, since this year’s Annual General Meeting of Shareholders will be streamed live online, we would like to kindly ask you to watch the proceedings of the meeting via the Internet instead of attending in person. Please see the separate sheet for further details.

1. Date and Time:	Friday, June 25, 2021 at 10:00 a.m. Japan time
2. Place:	3F “Hakuho,” Keio Plaza Hotel Tama located at 1-43, Ochiai, Tama-shi, Tokyo, Japan
3. Objectives of the Meeting:	<p>Matters to be reported:</p> <ol style="list-style-type: none">The Business Report, Consolidated Financial Statements for the Company’s 81st Fiscal Year (April 1, 2020 - March 31, 2021) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial StatementsNon-consolidated Financial Statements for the Company’s 81st Fiscal Year (April 1, 2020 - March 31, 2021) <p>Proposals to be resolved:</p> <p>Proposal 1: Election of ten (10) Directors</p> <p>Proposal 2: Election of one (1) Substitute Audit & Supervisory Board Member</p>
4. Matters determined for the General Meeting of Shareholders:	Please refer to “Exercise of Voting Rights.”

- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- The Notes to the Consolidated Financial Statements and the Notes to the Non-Consolidated Financial Statements, which are not stated pursuant to laws and regulations and Article 17 of the Company’s Articles of Incorporation, are posted on [the Company’s corporate website](#) on the Internet.
- The Consolidated Financial Statements and the Non-consolidated Financial Statements in the Attachment of this convocation

notice are part of the Consolidated Financial Statements and Non-consolidated Financial Statements subject to audits when the Audit & Supervisory Board Members prepared its Audit Report and the Accounting Auditor prepared its Independent Auditor's Report.

- Should the Reference Documents, Business Report, Consolidated and Non-consolidated Financial Statements for the General Meeting of Shareholders require revisions, the revised versions will be posted on **the Company's corporate website** on the Internet.

The Company's corporate website: <https://www.jamco.co.jp>

Exercise of Voting Rights

If exercising your voting rights in writing or via the Internet

Exercise of voting rights in writing



Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it.

Please return the form as soon as possible so that the results of the exercise of voting rights can be counted.

Voting deadline:

**5:30 p.m., Thursday,
June 24, 2021 Japan time**

Exercise of voting rights via the Internet



If you are exercising your voting rights via the Internet, please read the following carefully before exercising your voting rights.

Voting deadline:

**5:30 p.m., Thursday,
June 24, 2021 Japan time**

If attending the General Meeting of Shareholders

Exercise of voting rights by attending the meeting



If you are attending the meeting in person, please bring this convocation notice and submit the enclosed Voting Rights Exercise Form at the reception desk.

* If you are attending the meeting in person, you are not required to exercise your voting rights by mail (Voting Rights Exercise Form) or via the Internet.

Date and time

**Friday, June 25, 2021,
at 10:00 a.m. Japan time
(Reception starts at 9:00 a.m.)**

- (1) Exercising your voting rights by appointing a proxy
If you are unable to attend the General Meeting of Shareholders, you may appoint one shareholder with a voting right to attend the meeting as a proxy. In such case, your proxy will be requested to submit a document certifying his/her appointment as a proxy.
- (2) If there is no indication of your vote for or against a proposal on the voting form, it shall be deemed as an indication of approval.
- (3) If you exercise your voting rights both in writing and via the Internet, the exercise of your voting rights via the Internet shall be deemed valid.
- (4) If you have exercised your voting rights more than once via the Internet, only your final vote shall be deemed valid.

In addition, if you exercise your voting rights more than once by using a computer, a smartphone or a mobile phone, only your final vote shall be deemed valid.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1 Election of ten (10) Directors

The terms of office of all eight (8) current Directors will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, the election of ten (10) Directors is proposed.

The candidates for Directors are as follows:

No.	Name	Current position at the Company	Attendance at meetings of the Board of Directors for the current fiscal term
1	Reelection Harutoshi Okita	Representative Director, President & CEO	14 out of 14 meetings (100%)
2	Reelection Takashi Yonekura	Representative Director, Executive Vice President	14 out of 14 meetings (100%)
3	Reelection Toshikazu Kimura	Director & Senior Managing Executive Officer	14 out of 14 meetings (100%)
4	Reelection Tsutomu Tadokoro	Director & Senior Managing Executive Officer	14 out of 14 meetings (100%)
5	Reelection Kentaro Goto	Director & Managing Executive Officer	14 out of 14 meetings (100%)
6	Reelection Toshihisa Kasuya	Director & Managing Executive Officer	11 out of 11 meetings (100%)
7	New election Natsuki Segawa	Outside	-
8	New election Kohei Tsuji	Outside	-
9	Reelection Shinichi Suzuki	Outside Independent	14 out of 14 meetings (100%)
10	Reelection Juichi Watanabe	Outside Independent	14 out of 14 meetings (100%)



No. **1 Harutoshi Okita**

Reelection

Date of birth	March 21, 1958
Attendance at meetings of the Board of Directors for the current fiscal term	14 out of 14 (100%)
Number of shares of the Company held	10,109 shares

Brief past experience, positions and responsibilities

Apr. 1980	Joined ITOCHU Corporation
Oct. 2000	General Manager of Business Function Integration Department of ITOCHU Corporation
Apr. 2008	SVP & General Manager of Machinery Division of ITOCHU International Inc.
Apr. 2011	Executive Officer, Chief Operating Officer, New Energy & Coal Division of ITOCHU Corporation
Apr. 2012	Executive Officer, Chief Operating Officer, Coal, Nuclear & Solar Division of ITOCHU Corporation
Apr. 2013	Executive Officer, Chief Operating Officer, Plant Project, Marine & Aerospace Division of ITOCHU Corporation
Apr. 2015	Adviser of ITOCHU Corporation
Jun. 2015	Corporate Auditor of ITOCHU Corporation
Apr. 2016	President & CEO of the Company
Jun. 2016	Representative Director, President & CEO (to present)

Reasons for proposing as a candidate for Director

Mr. Harutoshi Okita served as Executive Officer and Corporate Auditor of ITOCHU Corporation, our major shareholder. He has abundant experience and deep insight concerning management in general. As President & CEO of the Company from April 2016, he has led the Board of Directors' decision-making process and the execution of operation. Having judged that he will be able to realize the management philosophy of the Company and carry out business strategies properly, we propose him as a candidate for Director.



No. **2 Takashi Yonekura**

Reelection

Date of birth	March 31, 1960
Attendance at meetings of the Board of Directors for the current fiscal term	14 out of 14 (100%)
Number of shares of the Company held	2,941 shares

Brief past experience, positions and responsibilities

Apr. 1983	Joined ALL NIPPON AIRWAYS CO., LTD.
Jul. 2006	Vice President, Administration & Development Promotion, Airframe Maintenance Center, Engineering & Maintenance of ALL NIPPON AIRWAYS CO., LTD.
Apr. 2008	Vice President, Avionic Maintenance, Component Maintenance Center, Engineering & Maintenance of ALL NIPPON AIRWAYS CO., LTD.
Apr. 2010	Manager, Employee Relations of ALL NIPPON AIRWAYS CO., LTD.
Apr. 2011	Senior Director, Employee Relations of ALL NIPPON AIRWAYS CO., LTD.
Apr. 2012	Seconded to ANA SKY BUILDING SERVICE CO., LTD.
Apr. 2014	Vice President, Material Management, Engineering & Maintenance Center and Vice President, Materials Management & Spares, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD.
Dec. 2014	Vice President, Material Management, Engineering & Maintenance Center, Vice President, Materials Management & Spares, Engineering & Maintenance Center and Director, Component, Materials Management & Spares, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD.
Apr. 2015	Vice President, Aircraft Operations, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD.
Sep. 2015	Vice President, Aircraft Operations, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD. and Representative Director, President of MRO Japan Co., Ltd.
Mar. 2016	Resigned from Representative Director, President of MRO Japan Co., Ltd.
Apr. 2016	Vice President, Engineering & Maintenance Center and General Manager, Aircraft Operations, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD.
Apr. 2017	Executive Officer, Senior Vice President, Engineering & Maintenance Center and General Manager, Aircraft Operations, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD.
Apr. 2019	Senior Executive Officer and Senior Vice President, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD.
Apr. 2020	Councilor of ANA HOLDINGS INC.
Jun. 2020	Representative Director, Executive Vice President of the Company (Assistant to President, Information Systems, Quality Assurance, Aircraft Maintenance Group, CIO)
Jan. 2021	Representative Director, Executive Vice President (Assistant to President, Information Systems, Safety Promotion, Quality Assurance, Aircraft Maintenance Group, CIO) (to present)

Reasons for proposing as a candidate for Director

Mr. Takashi Yonekura served as Senior Executive Officer and Senior Vice President, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD., a subsidiary of our major shareholder, ANA HOLDINGS INC. He has abundant experience and deep insight concerning air transportation industry. Moreover, after his assumption of office as Director of the Company, he has taken charge of the Safety Promotion, Quality Assurance, Information Systems and Aircraft Maintenance Group, has engaged in important business execution, and has been involved in the Board of Directors' decision-making and checking process concerning the execution. Having judged that he will be able to realize the management philosophy of the Company and carry out business strategies properly, we propose him as a candidate for Director.



No. **3 Toshikazu Kimura**

Reelection

Date of birth	October 14, 1959
Attendance at meetings of the Board of Directors for the current fiscal term	14 out of 14 (100%)
Number of shares of the Company held	10,608 shares

Brief past experience, positions and responsibilities

Apr. 1980	Joined the Company
Apr. 2009	General Manager of Corporate Planning Department
Jun. 2012	Director, General Manager of Corporate Planning Department
Jun. 2013	Executive Officer (Corporate Planning, IR & PR and Corporate Administration)
Apr. 2014	Executive Officer (Strategies and Corporate Administration)
Jun. 2014	Executive Officer (Strategies, General Manager of Corporate Administration Department)
Apr. 2015	Managing Executive Officer (Corporate Administration & Human Resource, CRO, General Manager of Corporate Planning Department)
Jun. 2015	Director & Managing Executive Officer (Corporate Administration & Human Resource, CRO, General Manager of Corporate Planning Department)
Apr. 2016	Director & Senior Managing Executive Officer (Corporate Planning, Public Relations & Investor Relations, CRO, General Manager of Corporate Planning Department)
Nov. 2016	Director & Senior Managing Executive Officer (Corporate Administration & Human Resource, CFO, CCO)
Apr. 2017	Director & Senior Managing Executive Officer (Corporate Administration & Human Resource, CFO)
Dec. 2017	Director & Senior Managing Executive Officer (Corporate Administration & Human Resource, CCO)
Apr. 2018	Director & Senior Managing Executive Officer (Corporate Administration & Human Resource, CCO)
Jan. 2019	Director & Senior Managing Executive Officer (General Manager of Corporate Administration & Human Resource, CCO)
Apr. 2019	Director & Senior Managing Executive Officer (Corporate Administration & Human Resource, CCO)
Sep. 2020	Director & Senior Managing Executive Officer (Corporate Administration & Human Resource, PR, CCO) (to present)

Reasons for proposing as a candidate for Director

Mr. Toshikazu Kimura has abundant experience in and a wealth of knowledge of Corporate Planning and Corporate Administration & Human Resource. He has a good track record as CRO, CFO and CCO. He has engaged in important business execution, and has been involved in the Board of Directors' decision-making and checking process concerning the execution. Having judged that he will be able to realize the management philosophy of the Company and carry out business strategies, we propose him as a candidate for Director.



No. **4** **Tsutomu Tadokoro**

Reelection

Date of birth	October 19, 1965
Attendance at meetings of the Board of Directors for the current fiscal term	14 out of 14 (100%)
Number of shares of the Company held	9,715 shares

Brief past experience, positions and responsibilities

Apr. 1989	Joined the Company
Apr. 2010	General Manager (Assistant to Officer) of Aircraft Interiors Company
Apr. 2011	General Manager of Planning Department, Aircraft Interiors Company
Apr. 2013	General Manager of Operations, Aircraft Interiors Company
Jun. 2013	Executive Officer (Vice President, Aircraft Interiors Company, General Manager of Operations, Aircraft Interiors Company)
Jul. 2015	Executive Officer (Vice President, Aircraft Interiors Company and President of JAMCO AMERICA INC.)
Apr. 2016	Managing Executive Officer (Vice President, Aircraft Interiors Company and President of JAMCO AMERICA INC.)
Jul. 2016	Managing Executive Officer (General Manager of Business Planning and Strategy Department, Aircraft Interiors and Components Group)
Sep. 2016	Managing Executive Officer (General Manager of Business Planning and Strategy Department, Aircraft Interiors and Components Group, General Manager of Planning Department, Aircraft Interiors Manufacturing Division)
Apr. 2017	Managing Executive Officer (General Manager of Business Planning and Strategy Department, Aircraft Interiors and Components Group)
Dec. 2017	Managing Executive Officer (PR, CRO, General Manager of Corporate Planning Department, General Manager of Business Planning and Strategy Department, Aircraft Interiors and Components Group)
Apr. 2018	Managing Executive Officer (PR, CRO, General Manager of Corporate Planning Department)
Jun. 2018	Director & Managing Executive Officer (PR, CRO, General Manager of Corporate Planning Department)
Apr. 2020	Director & Senior Managing Executive Officer (Chief Operating Officer of Aircraft Interiors and Components Group) (to present)

(Significant concurrent positions)

Director of Niigata JAMCO Corporation

Director of Miyazaki JAMCO Corporation

Director of JAMCO AMERICA, INC.

Chairman of the Board and President of JAMCO SINGAPORE PTE LTD.

Director and President of JAMCO AERO DESIGN & ENGINEERING PTE LTD.

Director of JAMCO PHILIPPINES, INC.

Reasons for proposing as a candidate for Director

Mr. Tsutomu Tadokoro has abundant experience and advanced expertise in the Aircraft Interiors Business. He has engaged in important business execution as an Executive Officer since 2013, and as Chief Operating Officer of Aircraft Interiors and Components Group since 2020. Moreover, he has a good track record as a person responsible for public relations and corporate planning and also as CRO. Having judged that he will be able to realize the management philosophy of the Company and carry out business strategies, we propose him as a candidate for Director.



No. **5** **Kentaro Goto**

Reelection

Date of birth	February 3, 1962
Attendance at meetings of the Board of Directors for the current fiscal term	14 out of 14 (100%)
Number of shares of the Company held	5,893 shares

Brief past experience, positions and responsibilities

Apr. 1985	Joined ITOCHU Corporation
Apr. 2009	Deputy General Manager of ICT, Aerospace & Electronics Planning & Coordinating Department of ITOCHU Corporation
Apr. 2010	General Manager of Aircraft & Interior Systems Department of ITOCHU Corporation
Jun. 2010	Director of the Company
Mar. 2013	Resigned from Director of the Company
Apr. 2013	General Manager of Human Resource Department of the Company (assigned to the Company)
Jun. 2013	Executive Officer (Assistant to Executive Officer in charge of Personnel and Labor relations, General Manager of Human Resource Department)
Nov. 2013	Executive Officer (Personnel and Labor relations, General Manager of Human Resource Department)
Apr. 2015	Executive Officer (CCO, General Manager of Corporate Administration & Human Resource Department)
Mar. 2016	Resigned from ITOCHU Corporation
Apr. 2016	Managing Executive Officer (Corporate Administration & Human Resource, CCO, General Manager of Corporate Administration & Human Resource Department)
Jun. 2016	Director & Managing Executive Officer (Corporate Administration & Human Resource, CCO, General Manager of Corporate Administration & Human Resource Department)
Nov. 2016	Director & Managing Executive Officer (Corporate Planning, PR & IR, CRO, General Manager of Corporate Planning Department)
Apr. 2017	Director & Managing Executive Officer (PR & IR, CRO, General Manager of Corporate Planning Department)
Dec. 2017	Director & Managing Executive Officer (IR, PR & Corporate Planning, CFO)
Jun. 2018	Director & Managing Executive Officer (IR, CFO) (to present)

Reasons for proposing as a candidate for Director

Mr. Kentaro Goto has abundant experience in and a wealth of knowledge of Corporate Administration & Human Resource, Corporate Planning, and Finance & Accounting. He has a good track record as CCO, CRO and CFO. He has engaged in important business execution, and has been involved in the Board of Directors' decision-making and checking process concerning the execution. Having judged that he will be able to realize the management philosophy of the Company and carry out business strategies, we propose him as a candidate for Director.



No. **6 Toshihisa Kasuya**

Reelection

Date of birth	March 1, 1960
Attendance at meetings of the Board of Directors for the current fiscal term	11 out of 11 (100%)
Number of shares of the Company held	9,031 shares

Brief past experience, positions and responsibilities

Apr. 1982	Joined the Company
Apr. 2010	General Manager (Assistant to Officer) of Aircraft Interiors Company, General Manager of Planning Development Office, Aircraft Interiors Company
Apr. 2012	General Manager of Engineering Department, Aircraft Interiors Company
Apr. 2013	Vice President, Aircraft Interiors Company
Jun. 2013	Executive Officer (Vice President, Aircraft Interiors Company (CTO))
May 2014	Executive Officer (Vice President, Aircraft Interiors Company (CTO), President of JAMCO SINGAPORE PTE LTD.)
Jun. 2015	Director & Executive Officer (CTO, General Manager of Product Innovation Office, Aircraft Interiors Company)
Apr. 2016	Director & Managing Executive Officer (CTO, General Manager of Product Innovation Office, Aircraft Interiors Company)
Jun. 2016	Director & Managing Executive Officer (Chief Technology Officer of Engineering and Technology Division, General Manager of Product Innovation Office, Aircraft Interiors and Components Group)
Apr. 2017	Director & Managing Executive Officer (Chief Technology Officer of Aircraft Interiors and Components Group)
Apr. 2018	Managing Executive Officer (Assistant to Aircraft Interiors and Components Group, General Manager of Product Innovation Office)
Feb. 2019	Managing Executive Officer (Assistant to Aircraft Interiors and Components Group, Division General Manager of Aircraft Seat Manufacturing Division, General Manager of Supply Chain Management Office)
Apr. 2019	Managing Executive Officer (Deputy Chief Operating Officer of Aircraft Interiors and Components Group, Division General Manager of Aircraft Seat Manufacturing Division, General Manager of Supply Chain Management Office)
Jan. 2020	Managing Executive Officer (Deputy Chief Operating Officer of Aircraft Interiors and Components Group, Division General Manager of Aircraft Interiors and Seat Manufacturing Division)
Apr. 2020	Managing Executive Officer (PR, General Manager of Corporate Planning Department, CRO)
Jun. 2020	Director & Managing Executive Officer (PR, General Manager of Corporate Planning Department, CRO)
Sep. 2020	Director & Managing Executive Officer (General Manager of Corporate Planning Department, CRO) (to present)

(Significant concurrent positions)

Director of JAMCO AMERICA, INC.

Director of JAMCO SINGAPORE PTE LTD.

Reasons for proposing as a candidate for Director

Mr. Toshihisa Kasuya has abundant experience and advanced expertise in Aircraft Interiors- and Aircraft Seat-related technologies and manufacturing, as well as a good track record as a person responsible for corporate planning and public relations, and CRO. Since last year, he has engaged in important business execution, and has been involved in the Board of Directors' decision-making and checking process concerning the execution as Director. Having judged that he will be able to realize the management philosophy of the Company and carry out business strategies, we propose him as a candidate for Director.



No. **7** **Natsuki Segawa**

New election Outside

Date of birth	May 14, 1969
Attendance at meetings of the Board of Directors for the current fiscal term	-
Number of shares of the Company held	0 shares

Brief past experience, positions and responsibilities

- Jul. 1993** Joined ITOCHU Corporation
- Apr. 2018** Executive Vice President & General Manager of ITOCHU Aviation, Inc. (Head office in Los Angeles, U.S.)
- Jul. 2018** Chairman, President & CEO of ITOCHU Aviation, Inc.
- Apr. 2021** General Manager of Aerospace Department, Plant Project, Marine & Aerospace Division, Machinery Company of ITOCHU Corporation
 Director of JAPAN AEROSPACE CORPORATION
 Director of ITOCHU AVIATION CO., LTD.
 Director of ITOCHU AVIATION, INC.
 Director of IC AirLease One Limited
 Director of LILAC Corporation (to present)

(Significant concurrent positions)

- General Manager of Aerospace Department, Plant Project, Marine & Aerospace Division, Machinery Company of ITOCHU Corporation
- Director of JAPAN AEROSPACE CORPORATION
- Director of ITOCHU AVIATION CO., LTD.
- Director of ITOCHU AVIATION, INC.
- Director of IC AirLease One Limited
- Director of LILAC Corporation

Reasons for proposing as a candidate for Outside Director and overview of expected roles

Mr. Natsuki Segawa is currently General Manager of Aerospace Department of Plant Project, Marine & Aerospace Division, Machinery Company of ITOCHU Corporation, our major shareholder. He has abundant experience in the aviation industry. We expect him to supervise business execution based on his experience and provide advice from a management perspective, and therefore we propose him as a candidate for Outside Director.



No. **8 Kohei Tsuji**

New election Outside

Date of birth August 28, 1965

Attendance at meetings of the Board of Directors for the current fiscal term -

Number of shares of the Company held 0 shares

Brief past experience, positions and responsibilities

- Apr. 1988** Joined ALL NIPPON AIRWAYS CO., LTD.
- Apr. 2015** Seconded to ANA HOLDINGS INC. Director of Corporate Planning, Corporate Strategy
- Apr. 2017** Seconded to ANA Engine Technics CO., LTD.
Vice President, Material Management, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD.
- Apr. 2018** General Manager, Material Management, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD.
- Apr. 2020** Executive Officer, Senior Vice President, Engineering & Maintenance Center and General Manager, Aircraft Operations of ALL NIPPON AIRWAYS CO., LTD.
- Apr. 2021** Executive Officer, Senior President, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD. (to present)

(Significant concurrent positions)

Executive Officer, Senior President, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD.

Member of the Steering Committee, Association of Air Transport Engineering and Research

Reasons for proposing as a candidate for Outside Director and overview of expected roles

Mr. Kohei Tsuji is currently Executive Officer, Senior President, Engineering & Maintenance Center of ALL NIPPON AIRWAYS CO., LTD., a subsidiary of our major shareholder, ANA HOLDINGS INC. He has abundant experience in the airline industry. We expect him to supervise business execution based on his experience and provide advice from a management perspective, and therefore we propose him as a candidate for Outside Director.



No. **9** **Shinichi Suzuki** Reelection Outside Independent

Date of birth	November 12, 1948
Attendance at meetings of the Board of Directors for the current fiscal term	14 out of 14 (100%)
Number of shares of the Company held	0 shares

Brief past experience, positions and responsibilities

Jul. 1971	Joined Kawasaki Heavy Industries, Ltd.
Jul. 2000	General Manager of Defense Systems Department, Marketing & Sales Division, Aerospace Business Division of Kawasaki Heavy Industries, Ltd.
Apr. 2003	Assistant Director, Deputy General Manager of Marketing & Sales Division, Aerospace Company and General Manager of Defense Aircraft Department of Kawasaki Heavy Industries, Ltd.
Apr. 2005	Executive Officer, Vice President of Aerospace Company and General Manager of Marketing & Sales Division of Kawasaki Heavy Industries, Ltd.
Jun. 2008	President of NIPPI Corporation
Jun. 2012	Adviser of NIPPI Corporation
Jun. 2014	Director of the Company (to present)

Reasons for proposing as a candidate for Outside Director and overview of expected roles

Mr. Shinichi Suzuki has abundant experience and broad knowledge as a Corporate Management. As an Outside Director, he has offered his opinions proactively and supervised the Board of Directors from perspective of Independent Director. We expect him to supervise business execution based on his experience and provide advice from a management perspective, and therefore we propose him as a candidate for Outside Director.



No. **10** **Juichi Watanabe** Reelection Outside Independent

Date of birth	June 7, 1955
Attendance at meetings of the Board of Directors for the current fiscal term	14 out of 14 (100%)
Number of shares of the Company held	0 shares

Brief past experience, positions and responsibilities

- Apr. 1979** Joined ITOCHU Corporation
- Dec. 1986** Director in charge of Energy & Chemicals, Bureau de Liaison Office a Alger of ITOCHU Corporation
- Apr. 1991** Deputy Director of ITOCHU Oil Exploration Co., Ltd.
- Dec. 1996** Joined Sony Life Insurance Co., Ltd.
- Jan. 1998** Joined AIDA ENGINEERING, LTD.
Manager, International Business Department
- Mar. 1999** General Secretary, International Business Promotion Office and General Manager, Sales Planning & Administration Department
- Oct. 2003** Group Manager, Administration Group, Administration Headquarters
- Nov. 2004** Vice President in charge of European Operation and CFO, AIDA S.r.l. (Italian subsidiary) and Director, German subsidiary
- Jan. 2007** General Manager, Group Company Audit Office, General Manager, Internal Control Audit Office and General Manager, Group Company Business Office
- Apr. 2010** Joined Teikoku Printing Inks Mfg. Co., Ltd.
Manager, Overseas Operations Department
- Apr. 2011** Joined Japan Business Assurance Co., Ltd.
Manager, Management and Planning HQ
- Apr. 2015** Senior Manager, Second CS Department, Japan Business Assurance Co., Ltd.
Director, Global Business Law Institute
Contract Teacher, Waseda University
- Jun. 2016** Director of the Company
- Sep. 2018** Senior Advisor of Japan Business Assurance Co., Ltd.
- Jun. 2020** Outside Director of LAC Co., Ltd.
- Jan. 2021** Advisor of Misono Sogo Advisory LLC (to present)

(Significant concurrent positions)

Director, Global Business Law Institute

Outside Director of LAC Co., Ltd.

Advisor of Misono Sogo Advisory LLC

Reasons for proposing as a candidate for Outside Director and overview of expected roles

Mr. Juichi Watanabe has abundant experience in international corporate activities and broad knowledge of Accounting and Internal Control as a U.S. Certified Public Accountant, Certified Internal Auditor and Certified Fraud Examiner. As an Outside Director, he has proactively offered his opinions and supervised the Board of Directors from perspective of Independent Director. We expect him to supervise business execution based on his experience and provide advice from a management perspective, and therefore we propose him as a candidate for Outside Director.

(Notes)

1. There are no special interests between the candidates and the Company.
2. Matters relating to candidates for Outside Directors are as follows:
 - (1) Messrs. Natsuki Segawa, Kohei Tsuji, Shinichi Suzuki and Juichi Watanabe are candidates for Outside Directors. The Company has appointed Messrs. Shinichi Suzuki and Juichi Watanabe as independent officers prescribed by Tokyo Stock Exchange, Inc. and submitted a notification of the appointment to Tokyo Stock Exchange, Inc.
 - (2) Mr. Shinichi Suzuki currently serves as the Outside Director of the Company, and his term of office will be seven (7) years at the conclusion of the 81st Annual General Meeting of Shareholders.
Mr. Juichi Watanabe currently serves as the Outside Director of the Company, and his term of office will be five (5) years at the conclusion of the 81st Annual General Meeting of Shareholders.
 - (3) The Company has entered into an agreement with Messrs. Shinichi Suzuki and Juichi Watanabe, pursuant to the Articles of Incorporation of the Company to limit their liability in order for them to fully play their expected roles. If the reappointment of Messrs. Shinichi Suzuki and Juichi Watanabe is approved, the Company will continue the agreement with each of them. Furthermore, if the appointment of Messrs. Natsuki Segawa and Kohei Tsuji is approved, the Company will enter into the same agreement with each of them. The maximum amount of liability pursuant to the agreement is the minimum amount of liability stipulated by laws and regulations.
 - (4) Although Mr. Kohei Tsuji has never been directly involved in corporate management, he has been judged to be able to appropriately perform the duties of Outside Director based on his experience mentioned above.
3. The Company has entered into a directors and officers liability insurance contract with an insurance company, and bears the entire premium. The insurance policy will compensate the insured for claims for damages and legal costs to be borne by the insured in the event of claims for damages arising from the act (including omission) of the insured performed based on his/her position as a director, officer, etc. of the Company. Furthermore, the candidates planned to be reappointed have already been insured under the contract and will continue to be insured after their election. Regarding newly elected candidates, they will be insured after their election. At the time of the next renewal, the Company plans to renew the insurance contract with the same contents.
4. The number of shares of the Company held by each officer includes that of shares held through the JAMCO Officer Share Ownership Plan.
5. Mr. Kohei Tsuji is scheduled to become a Director of Japan Aeronautical Engineer's Association at the 68th Annual General Meeting of Japan Aeronautical Engineer's Association to be held on June 11, 2021.

Proposal 2 Election of one (1) Substitute Audit & Supervisory Board Member

In preparation of the case that the number of Audit & Supervisory Board Member would be less than the number stipulated in laws and regulations, the appointment of one (1) Substitute Audit & Supervisory Board Member is proposed.

The effect of the election in this Proposal can be invalidated by resolution of the Board of Directors with the approval of the Audit & Supervisory Board before the elected Substitute Audit & Supervisory Board Member has assumed the office of Audit & Supervisory Board Member.

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

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



Makoto Ariyoshi

Outside

Date of birth	May 17, 1956
Number of shares of the Company held	0 shares

Brief past experience and positions

- Apr. 1983** Registered as attorney-at-law (Dai-Ichi Tokyo Bar Association), Joined Sakaki Tadatsune Law Office
- Apr. 1989** Established Shin-Nippon Law Office (currently, ARIYOSHI Law Office)
- Jun. 1998** Part-time Audit & Supervisory Board Member of the Company
- Apr. 1999** Vice President of Dai-Ichi Tokyo Bar Association
- Jun. 1999** Part-time Audit & Supervisory Board Member of ZENRIN CO., LTD.
- Jan. 2001** Deputy General Secretary of Japan Federation of Bar Associations
- Jan. 2003** Criminal Defense Instructor of Legal Training and Research Institute for Court Officials, Supreme Court
- Jun. 2006** Audit & Supervisory Board Member of ZENRIN PRINTEX CO., LTD.
- Nov. 2006** Bar Examiner of The New Bar Examination
- Jan. 2009** Representative Director of Nikko Shoji Co., Ltd. (currently, NIKKO Holdings Co., Ltd.)
- Apr. 2013** Professor of Nihon University Law School (to present)

(Significant concurrent positions)

Attorney-at-law of ARIYOSHI Law Office

Audit & Supervisory Board Member of ZENRIN PRINTEX CO., LTD.

Representative Director of NIKKO Holdings Co., Ltd.

Reasons for proposing as a candidate for Substitute Audit & Supervisory Board Member

Mr. Makoto Ariyoshi has abundant experience in corporate legal affairs as an attorney-at-law. He also has broad knowledge of corporate management. Having judged that he will be able to appropriately perform duties of Outside Audit & Supervisory Board Member from his experience, we propose him as a candidate for Substitute Audit & Supervisory Board Member.

(Notes)

- There are no special interests between the candidate for Substitute Audit & Supervisory Board Member and the Company.
- Matters relating to the candidate for Substitute Audit & Supervisory Board Member are as follows:
 - Mr. Makoto Ariyoshi is a candidate for Outside Audit & Supervisory Board Member.
 - If Mr. Makoto Ariyoshi, the candidate for Substitute Audit & Supervisory Board Member, takes office as an Outside Audit & Supervisory Board Member, the Company will enter into an agreement with him pursuant to the Articles of Incorporation of the Company to limit his liability in order for him to fully play his expected role. The maximum amount of liability pursuant to the agreement is the minimum amount of liability stipulated by laws and regulations.
 - The Company has entered into a directors and officers liability insurance contract with an insurance company, and bears the entire premium. The insurance policy will compensate the insured for claims for damages and legal costs to be borne by the insured in the event of claims for damages arising from the act (including omission) of the insured performed based on his/her position as a director, officer, etc. of the Company. In the event of the candidate assuming the office of Audit & Supervisory Board Member of the Company, the candidate shall be insured under the contract. Furthermore, at the time of the next renewal, the Company plans to renew the insurance contract with the same contents.