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(Securities Code 7701) May 31, 2018

To Shareholders with Voting Rights:

Teruhisa Ueda Representative Director, President & CEO SHIMADZU CORPORATION 1, Nishinokyo Kuwabara-cho, Nakagyo-ku, Kyoto, Japan

## NOTICE OF THE 155TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

#### Dear Shareholders:

You are cordially invited to attend the 155th Annual General Meeting of Shareholders of SHIMADZU CORPORATION (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 (by submitting the enclosed Voting Rights Exercise Form) or by electromagnetic means (via the Internet etc.). Please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on Tuesday, June 26, 2018, Japan standard time (hereinafter JST).

1. Date and Time: Wednesday, June 27, 2018 at 10:00 a.m. (JST)

**2. Place:** Main Hall at the Head Office

1, Nishinokyo Kuwabara-cho, Nakagyo-ku, Kyoto, Japan

3. Meeting Agenda:

Matters to be reported: 1. The Business Report, Consolidated Financial Statements for the 155th Fiscal

Year (April 1, 2017 - March 31, 2018) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit

& Supervisory Board

2. Non-consolidated Financial Statements for the 155th Fiscal Year (April 1,

2017 - March 31, 2018)

Matters to be resolved:

**Proposal 1:** Appropriation of Surplus

Proposal 2: Partial Amendments to the Articles of Incorporation Proposal 3: Election of Eight (8) Directors, Members of the Board

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

## **Instructions for the Exercise of Voting Rights**

The following methods are available for exercising voting rights. Please review the attached Reference Documents for the General Meeting of Shareholders from Page 4 onward and exercise your voting rights.

#### If you are able to attend the meeting

Please submit the enclosed Voting Rights Exercise Form at the reception desk.

Date and time: 10:00 a.m. Wednesday, June 27, 2018 (JST)

## If you are unable to attend the meeting

You can exercise your voting rights in writing or by electromagnetic means.

#### • Exercise of voting rights in writing

Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form by mail so that we can receive it no later than the following deadline.

Deadline: 5:00 p.m. Tuesday, June 26, 2018 (JST)

## • Exercise of voting rights via the Internet etc.

Please access the Company's designated website (https://evote.tr.mufg.jp/) from a computer, a smartphone, and/or a mobile phone, enter your "Login ID" and "Temporary Password", both of which are noted on the Voting Rights Exercise Form, follow the on-screen instructions and exercise your voting rights.

For details, please refer to Page 3.

Deadline: 5:00 p.m. Tuesday, June 26, 2018 (JST)

#### Handling of duplicate voting

- 1) If the voting rights are exercised both in writing and by electromagnetic means and the vote for the same proposal differs, the exercise of voting rights by electromagnetic means shall be deemed valid.
- 2) If the voting rights are exercised by electromagnetic means multiple times and the vote for the same proposal differs, the last exercise of voting rights shall be deemed valid.
- © Of the documents required to be appended to this Notice of Convocation as attachments, the Consolidated Statement of Changes in Net Assets and the Notes to the Consolidated Financial Statements, which are part of the Consolidated Financial Statements, and the Statement of Changes in Net Assets and the Notes to the Non-consolidated Financial Statements, which are part of the Non-consolidated Financial Statements, have been posted on the Company's website (https://www.shimadzu.co.jp/) in accordance with laws and regulations and Article 15 of the Articles of Incorporation of the Company, and are therefore not included in the attached documents. The Consolidated Statement of Changes in Net Assets and the Notes to the Consolidated Financial Statements as well as the Statement of Changes in Net Assets and the Notes to the Non-consolidated Financial Statements were audited by the Accounting Auditor and the Audit & Supervisory Board as part of the Consolidated Financial Statements and the Non-consolidated Financial Statements in preparing the Audit Report.
- Should matters to be described in the Reference Documents for the General Meeting of Shareholders require revisions, the revised versions will be posted on the Company's website (https://www.shimadzu.co.jp/).

## Guide to the Exercise of Voting Rights by Electromagnetic Means (via the Internet etc.)

If you exercise your voting rights via the Internet, please check the following items.

If you are attending the meeting, it is unnecessary to exercise your voting rights in writing or by electromagnetic means (via the Internet etc.).

#### 1. Exercise of Voting Rights Website

- (1) Exercising your voting rights via the Internet is possible only by accessing the Company's designated website (https://evote.tr.mufg.jp/), from a computer, smartphone, and/or mobile phone (i-mode, EZweb, or Yahoo! Keitai). (Please note that the website is unavailable from 2:00 a.m. to 5:00 a.m. every day.)
  - \* "i-mode", "EZweb", and "Yahoo!" are trademarks or registered trademarks of NTT DOCOMO Inc., KDDI CORPORATION and Yahoo! Inc. (U.S.) respectively.
- (2) In some cases, you may not be able to use the website for exercising voting rights, depending upon the network environment at accessing the Internet (\*), the service and/or the equipment you are using.
  - (\*) the use of a firewall, the use of antivirus software, the use of a proxy server, and/or unavailability of TLS encrypted transmission etc.
- (3) To exercise your voting rights on mobile phones, please use i-mode, EZweb, or Yahoo! Keitai services. For security reasons, you cannot vote by a mobile phone that does not have the function of TLS encrypted transmission or transmission of phone ID information.
- (4) Exercising voting rights via the Internet is available until 5:00 p.m. on Tuesday, June 26, 2018. Shareholders are requested to do so as early as possible. If you have any questions, please contact our Help Desk.

## 2. Exercise of Voting Rights via the Internet

- (1) Please enter your "Login ID" and "Temporary Password", both of which are noted on the Voting Rights Exercise Form and follow the instructions on your computer screen to exercise your voting rights.
- (2) To prevent unauthorized access by persons who are not qualified shareholders ("impersonation") and manipulation of voting details, please be aware that shareholders using this site will be asked to change their temporary passwords.
- (3) You will be provided with a new "Login ID" and "Temporary Password" each time a General Meeting of Shareholders in convened.

## 3. Fees for Accessing the Exercise of Voting Rights Website

Any fees (such as Internet access fees, telephone charges, packet transmission fees, etc.) will be borne by shareholders.

For inquiries about the system and other matters, contact:

Securities Business Division (Help Desk), Mitsubishi UFJ Trust and Banking Corporation

Phone: (0120) 173-027 (Toll Free) (available from 9:00 to 21:00) (Japan only)

## <Electronic Platform for Exercising Voting Rights>

Institutional investors can use the Electronic Voting Platform operated by ICJ, Inc. if they submit an application to do so in advance.

# Reference Documents for the General Meeting of Shareholders

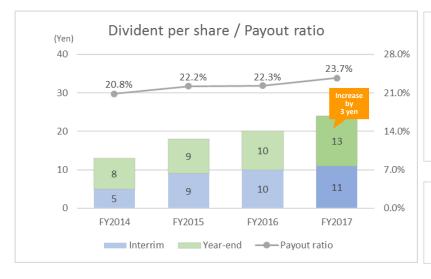
## **Proposals and References**

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

The Company views the return of profits to shareholders as a key management objective. The Company's basic policy is to maintain stable dividends while taking into consideration earnings performance and cash flows comprehensively. The Company will utilize its internal reserves for investments that will lead to the Company's growth and increase the profitability over the medium- to long- term, such as capital, R&D and strategic investments.

Based on this policy, with respect to the appropriation of surplus (year-end dividend) for the fiscal year ended March 31, 2018, taking into consideration the earnings performance for the year and business development from now on, the Company proposes payment of a dividend of 13 yen per share, an increase of 3 yen per share as shown below. Combined with the interim dividend, the total annual dividend will be 24 yen per share, an increase of 4 yen from the previous fiscal year.

- 1. Type of dividend property Cash
- 2. Matters related to the allotment of dividend property to shareholders and the total amount 13 yen per share of common stock of the Company Total amount: 3,832,692,318 yen
- 3. Effective date of distribution of surplus June 28, 2018



Year-end dividend per share for FY2017 13 Yen (Interim dividend 11 yen, annual dividend 24 yen)

FY2017 payout ratio **23.7%** 

## **Proposal 2:** Partial Amendments to the Articles of Incorporation

## [1] Reasons for the amendments

- 1. The Company has introduced the executive officer system since 2013 and been working to segregate execution from supervision. For the purpose of the optimum and flexible appointment of the President who will serve as the Chief Executive Officer, the Company proposes to partially amend Article 14 (Person to Convene Meeting and Chairman thereat), Article 20 (Executive Directors) Paragraph 1, Article 21 (Representative Directors), and Article 22 (Person to Convene Meetings of the Board of Directors and Chairman Thereat) of the current Articles of Incorporation in order to enable appointment of the President not only from among Directors, Members of the Board, but also from among Executive Officers and Corporate Officers.
- 2. In order to maintain the management structure capable of quickly responding to the expected changes in business environment, the Company proposes to change the maximum number of Directors stipulated in Article 18 (Number and Manner of Appointment of Directors) Paragraph 1 of the current Articles of Incorporation and makes it suitable for the actual situation.

## [2] Details of the amendments

Details of the amendments are as follows.

	(Underlined parts are to be amended.)
Current Articles of Incorporation	Proposed Amendments
CHAPTER III. GENERAL MEETING OF	CHAPTER III. GENERAL MEETING OF
SHAREHOLDERS	SHAREHOLDERS
Article 14. Person to Convene Meeting and Chairman	Article 14. Person to Convene Meeting and Chairman
thereat	thereat
1. The general meetings of shareholders shall be	1. The general meetings of shareholders shall be
convened by the President, who shall act as chairman	convened by a Director, pursuant to the
thereat.	predetermined order set forth in the resolution of the
	Board of Directors, who shall act as chairman thereat.
2. If the President is prevented from so acting, pursuant	[Deleted]
to the predetermined order set forth in the resolution	
of the Board of Directors, one of the other Directors	
shall act in his place.	
Article 15	Article 15
[Omitted]	[Unchanged]
Article 17	Article 17
CHAPTER IV. DIRECTORS AND BOARD OF	CHAPTER IV. DIRECTORS AND BOARD OF
DIRECTORS	DIRECTORS
Article 18. Number and Manner of Appointment of	Article 18. Number and Manner of Appointment of
Directors	Directors
1. The Corporation shall have not more than	1. The Corporation shall have not more than <u>fifteen (15)</u>
twenty-eight (28) Directors, who shall be appointed at	Directors, who shall be appointed at general meetings
general meetings of shareholders.	of shareholders.
2.	2.
[Omitted]	[Unchanged]
3.	3.
Article 19. [Omitted]	Article 19. [Unchanged]

Article 20. Executive Directors

- The Corporation may, by a resolution of the Board of Directors, elect one Chairman of the Board, one President and one or more Executive Vice Presidents and other Executive Directors among Directors.
- 2.

[Omitted]

5.

Article 21. Representative Directors

- 1. The President shall be the Representative Director of the Corporation.
- In addition to the foregoing paragraph, the
   Representative Director(s) of the Corporation may be elected by a resolution of the Board of Directors.

Article 22. Person to Convene Meetings of the Board of Directors and Chairman Thereat

The Chairman of the Board shall convene meetings of the Board of Directors and act as chairman thereat; provided, however, that if a Chairman of the Board has not been elected or if the Chairman of the Board is unable to act, the President shall act in his place. If the President is unable to act, one of the other Directors, pursuant to the predetermined order set forth by the Board of Directors, shall convene meetings of the Board of Directors and act as chairman thereat.

Article 23

[Omitted]

Article 39

Article 20. Executive Directors

 The Corporation may, by a resolution of the Board of Directors, elect one Chairman of the Board, one President and one or more Executive Vice Presidents and other Executive Directors among Directors:
 provided, however, the President may be elected from among Executive Officers and Corporate Officers.

2.

[Unchanged]

5.

Article 21. Representative Directors

- The Corporation shall elect the Representative
   Director(s) by a resolution of the Board of Directors.
- 2. [Deleted]

Article 22. Person to Convene Meetings of the Board of Directors and Chairman Thereat

The Chairman of the Board shall convene meetings of the Board of Directors and act as chairman thereat; provided, however, that if a Chairman of the Board has not been elected or if the Chairman of the Board is unable to act, one of the other Directors, pursuant to the predetermined order set forth by the Board of Directors, shall convene meetings of the Board of Directors and act as chairman thereat.

Article 23

[Unchanged]

Article 39

## **Proposal 3:** Election of Eight (8) Directors, Members of the Board

The terms of office of all eight (8) Directors, Members of the Board will expire at the closing of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of eight (8) Directors, Members of the Board.

The candidates for Director, Member of the Board are as follows.

No.	Name			Current positions and responsibilities at the Company	Attendance at Board of Directors' meetings
1	Akira Nakamoto	Reappointment		Chairman and Representative Director Chairman of the Board	100% (15/15)
2	Teruhisa Ueda	Reappointment		Representative Director, President & CEO	100% (15/15)
3	Hiroshi Fujino	Reappointment		Director, Member of the Board Senior Managing Executive Officer In charge of Risk Management General Manager, Aircraft Equipment Division	100% (15/15)
4	Yasuo Miura	Reappointment		Director, Member of the Board Senior Managing Executive Officer In charge of Finance and Accounting, and Corporate Marketing General Manager, Tokyo Office	100% (15/15)
5	Koji Furusawa	Reappointment		Director, Member of the Board Senior Managing Executive Officer In charge of Corporate Strategy Planning, Investor Relations, and Public Relations	100% (11/11)
6	Minoru Sawaguchi	Reappointment	Outside Director	Director, Member of the Board (part-time)	100% (15/15)
7	Taketsugu Fujiwara	Reappointment	Outside Director Independent Officer	Director, Member of the Board (part-time)	100% (15/15)
8	Hiroko Wada	Reappointment	Outside Director Independent Officer	Director, Member of the Board (part-time)	100% (15/15)

(Note) As for the attendance at the Board of Directors' meetings of Mr. Koji Furusawa, the Board Meetings applicable to him were only those held subsequent to his assumption of office on June 29, 2017.

No.	Name	Care	eer summary, positions and responsibilities,	Number of			
INO.	(Date of birth)		shares of the				
		April 1969	Joined the Company	Company held:			
		June 2001	Director, Member of the Board	60,519			
		June 2005	Managing Director	Years served as			
		June 2007	Senior Managing Director	Director,			
	Akira Nakamoto	June 2009	President and Representative Director	Member of the			
		June 2013	CEO	Board:			
	(November 25, 1945)	June 2015	Chairman and Representative Director (to present)	17 years (at the closing of this Meeting)			
		June 2015	Chairman of the Board (to present)	Attendance at			
				Board of			
1			ncurrent position]	Directors'			
1	(-3)	Outside Direct	or, Furukawa Electric Co., Ltd.	meetings in			
				FY2017:			
				15/15 (100%)			
		[Reasons for n	omination as a candidate for Director, Member of the Bo	oard]			
		As the Chairman	of the Board, Mr. Akira Nakamoto is running the Board	d appropriately			
	<reappointment></reappointment>	and is striving to enhance corporate value by strengthening corporate governance. He has					
	\Keappointment>	profound insight, abundant experience and a distinguished track record. Therefore, the					
Company expects that he is suitable to serve as a Director, Member of th							
		to strengthen the Board's functions for decision-making on important matters and for monitoring and oversight of business execution, and has nominated him again as a					
		candidate for Di	rector, Member of the Board.				

(Note) There are no special interests between Mr. Akira Nakamoto and the Company.

No.	Name	Care	eer summary, positions and responsibilities,	Number of		
NO.	(Date of birth)		and significant concurrent positions			
				Company held:		
		April 1982	Joined the Company	15,195		
		June 2007	Corporate Officer	Years served as		
		June 2007	Deputy General Manager, Analytical and	Director,		
			Measuring Instruments Division	Member of the		
	Teruhisa Ueda	June 2011	Director, Member of the Board	Board:		
	(May 14, 1957)	June 2011	General Manager, Analytical and Measuring	7 years		
			Instruments Division	(at the closing of this Meeting)		
		June 2013	Managing Executive Officer	Attendance at		
		June 2014	Senior Managing Executive Officer	Board of		
	-	June 2015	President and Representative Director (to	Directors'		
2			present)	meetings in		
		June 2015	CEO (to present)	FY2017:		
				15/15 (100%)		
	( ) ( ) ( ) ( ) ( ) ( ) ( ) ( ) ( ) ( )	[Reasons for r	nomination as a candidate for Director, Member of the B	oard]		
		Responsible for	management of the Group as the CEO, Mr. Teruhisa Ue	da is accurately		
		conducting his d	uties at the Board of Directors in terms of decision-mak	ing on important		
	<reappointment></reappointment>	matters and over	rsight of execution of business. Based on his strong lead	ership, abundant		
	чеаррошинено	business experie	nce and track record, the Company expects that he is su	itable to serve as		
	a Director, Member of the Board of the Company promoting the medium-ten					
		management plan and leading the Group to achieve sustainable growth and enhance				
			and has nominated him again as a candidate for Director			
		Board.		,		
L	I					

(Note) There are no special interests between Mr. Teruhisa Ueda and the Company.

No.	Name	Care	eer summary, positions and responsibilities, and significant concurrent positions	Number of		
110.	(Date of birth)		shares of the			
		April 1979	Joined the Company	Company held:		
		June 2005	General Manager, International Marketing	18,408		
			Division			
		June 2007	Corporate Officer	Years served as		
		June 2009	General Manager, Corporate Strategy Planning	Director, Member of the		
	Hiroshi Fujino		Department	Board:		
	(June 21, 1955)	June 2012	Director, Member of the Board (to present)	6 years		
	(**************************************	June 2012	In charge of Corporate Strategy Planning &	(at the closing of this		
		June 2013	Investor Relations	Meeting)		
		June 2013  June 2013	Managing Executive Officer In charge of Public Relations	Attendance at		
		June 2015	Senior Managing Executive Officer (to present)	Board of		
3	and a	June 2015	In charge of Global Environmental Management	Directors'		
	5	June 2017	In charge of Risk Management (to present)	meetings in		
		June 2017	General Manager, Aircraft Equipment Division	FY2017:		
		June 2017	(to present)	15/15 (100%)		
		[Reasons for n	nomination as a candidate for Director, Member of the B	oard]		
			risk management and the aircraft equipment business as			
	<reappointment></reappointment>		ative Officer, Mr. Hiroshi Fujino is fulfilling accountabil			
		and is involved in decision-making on important business execution. Based on his				
		abundant business experience abroad and track record as well as extensive knowledge				
		about management strategy, the Company expects that he is capable of further				
		contributing to the Group's sustainable growth and enhancement of corporate value, and				
			im again as a candidate for Director, Member of the Boa			

(Note) There are no special interests between Mr. Hiroshi Fujino and the Company.

No.	Name	Care	eer summary, positions and responsibilities,	Number of
110.	(Date of birth) and significant concurrent positions		and significant concurrent positions	shares of the
4	Yasuo Miura (April 25, 1957) <reappointment></reappointment>	April 1980 April 2005 June 2007 June 2009 June 2013 June 2013 June 2013	Joined the Company General Manager, Corporate Strategy Planning Department Corporate Officer President, Shimadzu Europa GmbH (Germany) Director, Member of the Board (to present) Managing Executive Officer In charge of Finance (currently Finance and Accounting) and Corporate Marketing (to present) General Manager, Tokyo Office (to present) Senior Managing Executive Officer (to present)	Company held:  16,404 Years served as Director, Member of the Board: 5 years (at the closing of this Meeting)  Attendance at Board of Directors' meetings in FY2017: 15/15 (100%)
		Responsible for Executive Office involved in decis experience and t and knowledge, Group's sustaina	nomination as a candidate for Director, Member of the E Finance and Accounting and Corporate Marketing as a er, Mr. Yasuo Miura is fulfilling accountability to the Bosion-making on important business execution. Based on rack record in sales operations and management of an othe Company expects that he is capable of further contrible growth and enhancement of corporate value, and had the for Director, Member of the Board.	Senior Managing bard and is his abundant overseas subsidiary ibuting to the

(Note) There are no special interests between Mr. Yasuo Miura and the Company.

	Name (Date of birth)		er summary, positions and responsibilities, and significant concurrent positions	Number of shares of the		
5	Koji Furusawa (April 7, 1955)	April 1979 April 2000 October 2003 June 2005 June 2007 June 2009 June 2013 June 2017 June 2017 June 2017	Joined the Company Chief Representative, Shanghai Office, and General Manager, Analytical Instruments Division, Shimadzu (Hong Kong) Ltd. General Manager, Scientific & Industrial Equipment Department, International Marketing Division, the Company Deputy General Manager, International Marketing Division Managing Director, Shimadzu (Hong Kong) Ltd. Corporate Officer, the Company Managing Executive Officer Director, Member of the Board (to present) Senior Managing Executive Officer (to present) In charge of Corporate Strategy Planning, Investor Relations, and Public Relations (to	Company held: 5,595  Years served as Director, Member of the Board: 1 year (at the closing of this Meeting)  Attendance at Board of Directors' meetings in FY2017: 11/11 (100%) (after his appointment as a Director, Member of the Board of the Company)		
	<reappointment></reappointment>	Responsible for C a Senior Managin	mination as a candidate for Director, Member of the B orporate Strategy Planning, Investor Relations, and Pu g Executive Officer, Mr. Koji Furusawa is fulfilling ac	iblic Relations as countability to		
			nvolved in decision-making on important business exerience and track record in as well as knowledge about			
		business and corporate management, the Company expects that he is capable of further contributing to the Group's sustainable growth and enhancement of corporate value, and has nominated him again as a candidate for Director, Member of the Board.				

(Note) There are no special interests between Mr. Koji Furusawa and the Company.

No.	Name	Care	er summary, positions and responsibilities,	Number of		
NO.	(Date of birth)		and significant concurrent positions	shares of the		
		April 1993	Registered as attorney-at-law	Company held:		
		April 1993	Joined Mori Sogo Law Office (currently Mori	0		
		•	Hamada & Matsumoto) (to present)	Years served as		
		June 2013	Director, Member of the Board of the Company	Director,		
			(to present)	Member of the		
	Minoru Sawaguchi			Board:		
	_	[Significant con	ncurrent position]	5 years		
	(July 23, 1966)		sor, Graduate Schools for Law and Politics, The	(at the closing of this Meeting)		
		University of T	Tokyo	Attendance at		
	60			Board of		
				Directors'		
				meetings in		
6	125/			FY2017:		
				15/15 (100%)		
	(Parasidand)		omination as a candidate for Outside Director]			
			aguchi has profound insight about management and over			
			ndant experience in corporate legal affairs and corporate			
		has been vigorously stating his opinions and providing recommendations at meetings of				
	<reappointment></reappointment>	the Board of Dire	ectors of the Company. The Company judges that he is s	uitable for		
	Outside Director	serving as a Dire	ctor, Member of the Board overseeing management in o	rder to achieve		
		sustainable grow	th and enhancement of corporate value of the Group, an	d has nominated		
		him again as a ca	ndidate for Outside Director. Although he has no experi	ence of		
involvement in corporate management other than serving as an Outside Di						
		Company expects that he is capable of performing duties as an Outside Director				
		appropriately for	the reasons stated above.			

- 1. There are no special interests between Mr. Minoru Sawaguchi and the Company.
- 2. Mr. Minoru Sawaguchi is a candidate for Outside Director as stipulated in Article 2, Item 15 of the Companies Act.
- 3. In June 2017, which falls during the term of office of Mr. Minoru Sawaguchi as the Company's Outside Director, due to improper practices by the Aircraft Equipment Division with respect to a repair contract with the Ministry of Defense, the Ministry suspended transactions with the Company, and the suspension was removed in September 2017. Although he was unaware of these improper practices in advance, he had been providing recommendations from the viewpoint of legal compliance in the course of his duties. After detection of the said fact, Outside Directors demanded a thorough investigation and provided recommendations for strengthening the internal control system to prevent recurrence and to ensure compliance.
- 4. The Company has entered into an agreement with Mr. Minoru Sawaguchi to limit his liability pursuant to Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement is the minimum amount stipulated by laws and regulations if he is without knowledge and is not grossly negligent in performing his duties.
- 5. Mr. Minoru Sawaguchi satisfies the requirements for independent officers prescribed by the Tokyo Stock Exchange and the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. The independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company are available on Page 17. He is a partner attorney-at-law at Mori Hamada & Matsumoto. In the most recent fiscal year, the Company had no business relationship with Mori Hamada & Matsumoto.

No.	Name (Date of birth)	Care	Number of shares of the			
7	Taketsugu Fujiwara (February 19, 1947)	June 2009 April 2010 April 2014 June 2014 June 2014 June 2015 [Significant co.	and significant concurrent positions  Joined Asahi Chemical Industry Co., Ltd. (currently Asahi Kasei Corporation) Director, Asahi Kasei Senior Executive Officer, Asahi Kasei Corporation Vice-Presidential Executive Officer, Asahi Kasei Director, Asahi Kasei President & Representative Director, Presidential Executive Officer, Asahi Kasei Vice Chairman, Asahi Kasei Retired as Director, Asahi Kasei Director, Member of the Board of the Company (to present) Standing Counsellor, Asahi Kasei (to present) Incurrent positions	Company held: 2,628  Years served as Director, Member of the Board: 4 years (at the closing of this Meeting)  Attendance at Board of Directors' meetings in		
			or, KOKUYO Co., Ltd. or, IHI Corporation	FY2017: 15/15 (100%)		
	<reappointment> Outside Director Independent Officer</reappointment>	[Reasons for nomination as a candidate for Outside Director] Mr. Taketsugu Fujiwara has abundant experience and extensive insight as a manage through his involvement in management of a global company over many years. He				

- 1. There are no special interests between Mr. Taketsugu Fujiwara and the Company.
- 2. Mr. Taketsugu Fujiwara is a candidate for Outside Director as stipulated in Article 2, Item 15 of the Companies Act.
- 3. In June 2017, which falls during the term of office of Mr. Taketsugu Fujiwara as the Company's Outside Director, due to improper practices by the Aircraft Equipment Division with respect to a repair contract with the Ministry of Defense, the Ministry suspended transactions with the Company, and the suspension was removed in September 2017. Although he was unaware of these improper practices in advance, he had been providing recommendations from the viewpoint of legal compliance in the course of his duties. After detection of the said fact, Outside Directors demanded a thorough investigation and provided recommendations for strengthening the internal control system to prevent recurrence and to ensure compliance.
- 4. The Company has entered into an agreement with Mr. Taketsugu Fujiwara to limit his liability pursuant to Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement is the minimum amount stipulated by laws and regulations if he is without knowledge and is not grossly negligent in performing his duties.
- 5. Mr. Taketsugu Fujiwara satisfies the requirements for independent officers prescribed by the Tokyo Stock Exchange and the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. The Company designated him as an independent officer and filed a notification to the said exchange. The independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company are available on Page 17. He serves as Standing Counsellor of Asahi Kasei Corporation. Although the Company has a business relationship (sales of products) with Asahi Kasei, the amount of transactions with Asahi Kasei represents less than 0.1% of the Company's or Asahi Kasei's consolidated net sales for the most recent fiscal year and the ratios satisfy the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. Thus, the Company's business relationship with Asahi Kasei has no materiality that may affect his independence.

No.	Name (Date of birth)	Career	Number of	
8	Hiroko Wada (May 4, 1952)	April 1977 January 1998  March 2001 April 2004  November 2004 May 2009  April 2016  June 2016	Indicate the significant concurrent positions  Joined Procter & Gamble Sunhome Co., Ltd. (currently Procter & Gamble Japan K.K.) Vice President, In charge of Corporate New Ventures, Asia, The Procter & Gamble Company (U.S.) President and Representative Director, Dyson Ltd. President and Representative Director, Chief Operating Officer, Toys"R"Us-Japan, Ltd. Established Office WaDa (to present) Outside Director, Aderans Holdings Co., Ltd. (currently Aderans Co., Ltd.) Advisor, Nutraceuticals Division, Otsuka Pharmaceutical Co., Ltd. Director, Member of the Board of the Company (to present)	shares of the Company held:     1,596 Years served as Director, Member of the Board:     2 years (at the closing of this Meeting) Attendance at Board of Directors' meetings in FY2017: 15/15 (100%)
	<reappointment> Outside Director Independent Officer</reappointment>	Ms. Hiroko Wada headquarters of a m foreign companies, stating her opinions Directors of the Co Director, Member of	nination as a candidate for Outside Director] has a diverse management track record, including as a nultinational company and as the president of Japanes and great insight into global marketing. She has been and providing recommendations at meetings of the Impany. The Company expects that she is suitable for of the Board overseeing management in order to achie ement of corporate value of the Group, and has nominated Director.	e subsidiaries of n vigorously Board of serving as a eve sustainable

- 1. There are no special interests between Ms. Hiroko Wada and the Company.
- 2. Ms. Hiroko Wada is a candidate for Outside Director as stipulated in Article 2, Item 15 of the Companies Act.
- 3. In June 2017, which falls during the term of office of Ms. Hiroko Wada as the Company's Outside Director, due to improper practices by the Aircraft Equipment Division with respect to a repair contract with the Ministry of Defense, the Ministry suspended transactions with the Company, and the suspension was removed in September 2017. Although she was unaware of these improper practices in advance, she had been providing recommendations from the viewpoint of legal compliance in the course of her duties. After detection of the said fact, Outside Directors demanded a thorough investigation and provided recommendations for strengthening the internal control system to prevent recurrence and to ensure compliance.
- 4. The Company has entered into an agreement with Ms. Hiroko Wada to limit her liability pursuant to Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement is the minimum amount stipulated by laws and regulations if she is without knowledge and is not grossly negligent in performing her duties.
- 5. Ms. Hiroko Wada satisfies the requirements for independent officers prescribed by the Tokyo Stock Exchange and the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. The Company designated her as an independent officer and filed a notification to the said exchange. The independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company are available on Page 17. She is the Representative of Office WaDa. In the most recent fiscal year, the Company had no business relationship with Office WaDa.

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

In order to ensure that the number of incumbent Outside Audit & Supervisory Board Members does not fall short of that required by laws and regulations, the election of one (1) substitute Audit & Supervisory Board Member is proposed.

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

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

Name (Date of birth)	Career summ	ary, positions, and significant concurrent positions	Number of				
Motoi Shimadera (October 1, 1974)	April 2000 April 2000	Registered as attorney-at-law Joined OH-EBASHI LPC & PARTNERS (to present)	shares of the Company held: 0				
<new appointment="">  Substitute Outside Audit &amp; Supervisory Board Member  Outside</new>	Board Member As an attorney-at- in corporate legal expects that he call and therefore has Supervisory Boar management, the	[Reasons for nomination as a candidate for substitute Outside Audit a Board Member] As an attorney-at-law, Mr. Motoi Shimadera has a broad expertise and abur in corporate legal affairs. Based on his experience outside the Company expects that he can fulfill the role of the Company's Audit & Supervisory and therefore has nominated him as a new candidate for substitute O Supervisory Board Member. Although he has no experience of involvem management, the Company expects that he is capable of performing dutie Audit & Supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the reasons stated about the supervisory Board Member appropriately for the supervisory Board Member					

- 1. There are no special interests between Mr. Motoi Shimadera and the Company.
- 2. Mr. Motoi Shimadera is a candidate for substitute Outside Audit & Supervisory Board Member.
- 3. The Company intends to enter into an agreement with Mr. Motoi Shimadera to limit his liability pursuant to Article 423 Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement will be the minimum amount stipulated by laws and regulations if he is without knowledge and is not grossly negligent in performing his duties
- 4. Mr. Motoi Shimadera satisfies the requirements for independent officers prescribed by the Tokyo Stock Exchange and the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. The independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company are available on Page 17. He is a partner attorney-at-law at OH-EBASHI LPC & PARTNERS. Although the Company has a business relationship (provision of services etc.) with OH-EBASHI LPC & PARTNERS, the amount of transactions with OH-EBASHI LPC & PARTNERS represents less than 0.1% of the Company's or OH-EBASHI LPC & PARTNERS' consolidated net sales for the most recent fiscal year and these ratios satisfy the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. Thus, the Company's business relationship with OH-EBASHI LPC & PARTNERS has no materiality that may affect his independence.

#### (Reference)

## Independence Standards for Outside Directors and Outside Audit & Supervisory Board Members

An Outside Director or an Outside Audit & Supervisory Board Member (including candidates for such posts) is considered independent and is unlikely to have any conflicts of interest with general shareholders if none of the following applies.

- (1) A person for whom the Company is a major business partner (i.e. a person who received payments from the Company that represent 2% or more of its annual consolidated sales for the most recent fiscal year), or an executive officer thereof
- (2) A major business partner of the Company (i.e. a person who made payments to the Company that represent 2% or more of the Company's annual consolidated sales for the most recent fiscal year), or an executive officer thereof
- (3) A consultant, accounting professional, or legal professional who has received a large amount of monetary consideration or other property (10 million yen or more in the most recent fiscal year) from the Company besides compensation as a Director, Member of the Board or an Audit & Supervisory Board Member (If the person who has received such property is an organization such as a corporation or a union, a person who is affiliated with such organization)
- (4) A person to whom any of the items (1) through (3) applies during the most recent 12 months
- (5) A second-degree relative or closer of a person listed in items 1) through 3) below (excluding immaterial persons)
  - 1) A person listed in items (1) through (4) above
  - 2) An executive officer of a subsidiary of the Company (including a director who does not serve as an executive officer in the case of designation of an Outside Audit & Supervisory Board Member as an independent officer)
  - 3) A person to whom 2) applied during the most recent 12 months or who was an executive officer of the Company (including a director who does not serve as an executive officer in the case of designation of an Outside Audit & Supervisory Board Member as an independent officer) during the most recent 12 months