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(Stock Exchange Code 8157) June 4, 2021

To Our Shareholders

Isao Emori Representative Director and President TSUZUKI DENKI CO., LTD. 6-19-15 Shinbashi, Minato-ku, Tokyo

#### Notice of the 81st Annual General Meeting of Shareholders

You are hereby notified that the 81st Annual General Meeting of Shareholders of TSUZUKI DENKI CO., LTD. (the "Company") 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 via the Internet. Please review the attached Reference Documents for the General Meeting of Shareholders, and exercise your voting rights using the enclosed Voting Rights Exercise Form or via the Internet by no later than 5:00 p.m. on Thursday, June 24, 2021 Japan time.

1. Date and Time: Friday, June 25, 2021 at 10:00 a.m. Japan time

2. Place: Tokyo Art Club Building, Third Floor, 6-19-15 Shinbashi, Minato-ku, Tokyo

(The venue has been changed from the tenth floor of Tokyo Art Club Building, where the Company's headquarters conference room is located, in the previous year to the third floor. Please note that the entrance to the building is different

from the one used in the previous year.)

3. Meeting Agenda:

Matters to be reported: 1. Business Report and 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 Board of Statutory Auditors of the Consolidated

Financial Statements

2. Non-consolidated Financial Statements for the Company's 81st Fiscal Year

(April 1, 2020 – March 31, 2021)

Proposals to be resolved:

**Proposal:** Election of 12 Directors

#### Notes:

- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- Of the documents attached to the Notice of the 81st Annual General Meeting of Shareholders, the "Notes to Consolidated Financial Statements" and "Notes to Non-consolidated Financial Statements" are posted on the Company's website (https://www.tsuzuki.co.jp/ir/stock/meeting.html) in accordance with the provisions of laws and regulations as well as Article 16 of the Company's Articles of Incorporation, and are therefore not provided in the documents attached to this Notice.
- The Consolidated Financial Statements and Non-consolidated Financial Statements included in the documents attached
  to the Notice of the 81st Annual General Meeting of Shareholders are a part of the Consolidated Financial Statements
  and Non-consolidated Financial Statements that were audited by the Accounting Auditor when preparing the audit
  reports.
- Should the Reference Documents for the General Meeting of Shareholders, the Business Report, Consolidated Financial Statements, or Non-consolidated Financial Statements require revisions, the revised versions will be posted on the Company's website (https://www.tsuzuki.co.jp/ir/stock/meeting.html).

- Exercising voting rights by proxy:
   If exercising voting rights by a proxy who is also a shareholder with voting rights exercisable at this General Meeting of Shareholders, the proxy should submit your Voting Rights Exercise Form and a document certifying authority as proxy in addition to the proxy's Voting Rights Exercise Form to thereception desk on the day of the meeting.
- Please be advised that we will be dressed in light attire on the day of the meeting.

### **Guide to Exercising Voting Rights**

#### 1. If attending the General Meeting of Shareholders

### Voting at General Meeting of Shareholders

Please bring the enclosed Voting Rights Exercise Form to the meeting, and submit it at the reception desk.

Meeting date and time: Friday, June 25, 2021 at 10:00 a.m. Japan time

#### 2. If not attending the General Meeting of Shareholders

### Voting in writing

Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form, and return the form to the Company so that your vote is received by 5:00 p.m. on Thursday, June 24, 2021 Japan time.

# Voting via the Internet, etc.

Please access the voting rights exercise website (https://evote.tr.mufg.jp/), and register your vote for or against the proposals by 5:00 p.m. on Thursday, June 24, 2021 Japan time.

#### Multiple exercises of voting rights

- 1) In the event that any shareholder exercises voting rights in duplicate in written form and through the Internet, etc., the exercise of voting rights through the Internet will supersede as the effective exercise of the voting rights.
- 2) If any voting right is exercised more than once via the Internet, etc., the latest exercise will be upheld as the valid exercise of the voting right.

#### **Exercise of Voting Rights via the Internet**

If you exercise your voting rights via the Internet, please confirm the following matters before exercising your voting rights.

Votes must be submitted by 5:00 p.m. on Thursday, June 24, 2021 Japan time.

### 1. Log in by scanning QR code

Log in to the voting rights exercise website without having to enter the login ID and temporary password printed on the Voting Rights Exercise Form.

- Step 1: Scan the QR code printed on the right side of the attachment to the Voting Rights Exercise Form.

  \* QR code is a registered trademark of Denso Wave Inc.
- Step 2: Follow the on-screen instructions, and register your vote for or against the proposals. Please refer to the enclosed leaflet for more information.

Note that the QR code can only be used to log in one time. If you wish to change your vote after having exercised it, please follow the instructions to log in with your login ID and temporary password below.

## 2. Log in with login ID and temporary password

Voting rights exercise website: https://evote.tr.mufg.jp/

- Step 1: Access the voting rights exercise website.
- Step 2: Enter your login ID and temporary password printed on the Voting Rights Exercise Form
- Step 3: Register a new password
- Step 4: Follow the on-screen instructions, and register your vote for or against the proposals.

# System-related inquiries:

Stock Transfer Agency Division (Help Desk), Mitsubishi UFJ Trust and Banking Corporation Tel: 0120-173-027 (toll free); business hours: 9:00 a.m. to 9:00 p.m.

<sup>\*</sup> However, votes cannot be accepted between 2:00 a.m. and 5:00 a.m. every day.

<sup>\*</sup> Internet connection fees, telecommunication charges, and other fees incurred by accessing the voting rights exercise website shall be borne by the shareholder.

# **Reference Documents for the General Meeting of Shareholders**

### **Proposal 1:** Election of 12 Directors

The terms of office of all 12 Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of 12 Directors.

The candidates are as follows:

No.	Name (Date of birth)	Pas	Number of Company shares held			
		April 1981	Joined the Company			
	Isao Emori	April 2000	Manager in charge of Welfare Business Project			
	(January 27, 1959)	April 2008	Administrative Officer			
	[Reappointment]	June 2009	Director			
	- **	April 2010	Managing Director			
	Tenure as Director 12 years	February 2012	Director and Managing Executive Officer	38,337		
	12 years	April 2015	Director and Senior Managing Executive Officer			
1	Attendance rate of the Board of Directors meetings in fiscal 2020 100%	April 2017	Representative Director, President and CEO (current position)			
	Mr. Isao Emori has four years of experience as Representative Director and President. The Company believes that he is appropriate person to serve as a management leader who can promote and drive the growth strategy of the Company in a rachanging ICT industry. Therefore, the Company proposes his continued election as Director.  He is scheduled to be continuously appointed as Representative Director and President by the Board of Directors if his election as Director is approved.					
		April 1981	Joined the Company			
	Kazunori Yoshii	November 2000	Accounting Department Manager			
	(September 25, 1957)	April 2004	Administrative Officer			
	[Reappointment]	June 2005	Director			
		April 2010	Managing Director			
	Tenure as Director 16 years	February 2012	Director and Managing Executive Officer	46,672		
	10 years	April 2015	Director and Senior Managing Executive Officer			
2	Attendance rate of the Board of Directors meetings	April 2019	Director and Executive Vice President			
2	in fiscal 2020 100%	June 2019	Representative Director and Executive Vice President (current position)			

### Reason for nomination as candidate for Director:

Mr. Kazunori Yoshii has many years of experience in the Company's accounting division, and after being appointed as an Executive Officer, he has been in charge of the administration division and has promoted the development of internal control systems of the overall TSUZUKI Group. Given his experience in these areas, the Company believes that he is qualified to assume a role in leading discussions at the Board of Directors meetings from the perspective of compliance, risk management, and internal control. Therefore, the Company proposes his continued election as Director. He is scheduled to be appointed as Representative Director and Vice President by the Board of Directors if his election as Director is approved.

No.	Name (Date of birth)	Pas	t experience, positions and responsibility in the Company, and significant concurrent positions	Number of Company shares held
		April 1981	Joined FUJITSU LIMITED	
		April 1999	Manager of Sales Support Department, West Japan Sales Unit	
	Masato Tozawa (June 1, 1957)	November 2001	General Manager of Software Service Planning Department, Marketing Unit	
	[Reappointment]	June 2007	Director, Fujitsu Business System Limited (currently FUJITSU JAPAN LIMITED)	
	Tenure as Director	June 2008	Vice Head of President Office, FUJITSU LIMITED	1 6 720
	9 years	June 2010	Head of Solution Business Planning Office	16,720
3	A ( ) 1 ( ) C (1	August 2011	Advisor, the Company	
3	Attendance rate of the Board of Directors meetings	February 2012	Managing Executive Officer	
	in fiscal 2020	June 2012	Director and Managing Executive Officer	
	100%	April 2021	Director and Managing Executive Officer, General Manager of Embedded Solutions Unit, in charge of Electronic Devices Division (current position)	
	Reason for nomination as candidate for Director:  Mr. Masato Tozawa has many years of experience in the Company's management strategy division and has broad knowledge in corporate management. The Company believes that he is qualified to assume a role in leading discussions at the Board of Directors meetings from the perspective of promoting enhancement of business platforms and technology platforms that are common to all business domains of the Company. Therefore, the Company proposes his continued election as Director.			
		March 1984	Joined the Company	
	Katsuyuki Yoshida	April 2003	Third Sales Department Manager of Distribution Sales Division	
	(July 27, 1962) [Reappointment]	April 2009	Administrative Officer, General Manager of Distribution Sales Division, Fourth Sales Department Manager, Sales Promotion Department Manager	
	Tenure as Director 3 years	June 2012	Executive Officer, Vice Head of Information Sales Unit, General Manager of Second Distribution Sales Division, Cloud Computing Promotion Office	5,013
4	Attendance rate of the	April 2016	Managing Executive Officer	
-	Board of Directors meetings in fiscal 2020	June 2018	Director and Managing Executive Officer	
	100%	April 2020	Director and Managing Executive Officer, General Manager of	

Reason for nomination as candidate for Director:

Mr. Katsuyuki Yoshida has experience as Executive Officer in the information network solution services division, and as a Managing Executive Officer in the West Japan Unit since 2016. He has successfully concluded many large-scale business negotiations and demonstrated strong leadership. The Company believes that he is qualified to assume a role in further developing the information network solution services division that is positioned as the Company's core business. Therefore, the Company proposes his continued election as Director.

Solution Business Unit (current position)

No.	Name (Date of birth)	Past experience, positions and responsibility in the Company, and significant concurrent positions		Number of Company shares held
5	Kazuhisa Oyama (February 24, 1960)  [Reappointment]  Tenure as Director 5 years  Attendance rate of the Board of Directors meetings in fiscal 2020 100%	April 1984 July 2010 May 2012 June 2013 June 2016 April 2021	Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.) Administrative Officer Corporate Business Department Manager Executive Officer, the Company Director and Executive Officer Director and Managing Executive Officer, General Manager of Corporate Administration Unit (current position)	9,230
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#### Reason for nomination as candidate for Director:

Mr. Kazuhisa Oyama has been in charge of the internal control promotion office, the business promotion division, the general affairs and human resources division, and the finance and accounting division since April 2020, and has served as the General Manager of the Corporate Administration Unit since April 2021. He is promoting and implementing a reinforcement of management foundations, which is a key initiative in the Company's medium-term business plan. The Company believes that he is qualified to assume a role in a wide range of fields based on his track record of leveraging his many years of experience in banking business in areas such as capital policy. Therefore, the Company proposes his continued election as Director.

		April 1985	Joined the Company	
	Toshihiro Hirai	April 2004	Second Sales Department Manager of Network Solution Sales Division	
	(June 14, 1962)	April 2009	Administrative Officer, Management Planning Office Manager	
	[Reappointment]	June 2012	Executive Officer	
		June 2018	Director and Executive Officer	
	Tenure as Director 3 years	April 2021	Director and Managing Executive Officer, in charge of Corporate Planning Division (current position)	16,172
6	Attendance rate of the Board of Directors meetings in fiscal 2020 100%			

#### Reason for nomination as candidate for Director

Mr. Toshihiro Hirai has many years of experience in the Company's management planning division, and has broad knowledge and experience in corporate management. The Company believes that he is qualified to assume a role in overseeing the Company's medium-term business plan, business strategy, and public relations & investor relations activities, and in strengthening management strategy. Therefore, the Company proposes his continued election as Director.

No.	Name (Date of birth)	Past	Past experience, positions and responsibility in the Company, and significant concurrent positions	
		April 1978	Joined Japanese National Railways (currently WEST JAPAN RAILWAY COMPANY)	
	Yuji Nishimura	April 1987	Joined FUJITSU LIMITED	
	(August 20, 1959) [Reappointment]	October 2002	Project Manager, West Japan System Department, Solution Business Unit (in charge of Docomo ALADIN & Mobile Carrier West Japan)	
	Tenure as Director	June 2012	Social Infrastructure System Business Unit SVP (in charge of Special Project)	3,373
	2 years	December 2014	Administrative Officer, the Company	
7	Attendance rate of the Board of Directors meetings in fiscal 2020 100%	April 2016	Executive Officer	
1		June 2019	Director and Executive Officer	
		April 2021	Director and Managing Executive Officer, General Manager of Services & Support Unit (in charge of Services & Support Unit, Information Systems Department, and Assurance Department) (current position)	
	Reason for nomination a Mr. Yuji Nishimura h		ector: ong leadership in quality improvement in upstream processes of projects	in the assurance

Mr. Yuji Nishimura has demonstrated strong leadership in quality improvement in upstream processes of projects in the assurance division and development of new technologies. The Company believes that he is qualified to assume a role in the promotion of data-driven businesses, which is a key initiative in the Company's medium-term business plan, by creating digital transformation (DX) businesses tailored to different industries and by promoting innovative businesses. Therefore, the Company proposes his continued election as Director.

		April 1982	Joined ASO CORPORATION	
		November 1999	General Manager, Hospital Consulting Division	
		June 2005	Director, General Manager, Hospital Consulting Division	
		April 2008	Director, Deputy General Manager, Medical Business Division, General Manager, Hospital Consulting Division	
	Hidetoshi Takinaka	June 2009	Director, Member of Group Management Committee, Deputy General Manager, Medical Business Division, General Manager, Hospital Consulting Division	
	(April 24, 1958)	October 2009	Director, Member of Group Management Committee, Deputy General Manager, Medical Business Division	
	[Reappointment] [External Director]	June 2012	Managing Director, Member of Group Management Committee, Deputy General Manager, Medical Business Division	
	Tenure as Director 1 year	November 2012	President and CEO, Aso Information System Co., Ltd. (current position)	0
8	Attendance rate of the Board of Directors meetings	June 2016	Senior Managing Director, ASO CORPORATION, Member of Group Management Committee, Deputy General Manager, Medical Business Division	
	in fiscal 2020 100%	June 2018	Senior Managing Director, Member of Group Management Committee, General Manager, Medical Business Division (current position)	
		January 2020	Advisor, the Company	
		June 2020	External Director (current position)	
		[Significant concu	arrent positions]	
			O, Aso Information System Co., Ltd. Director, ASO CORPORATION	

Reason for nomination as candidate for External Director and expected role:

Mr. Hidetoshi Takinaka has profound insights on industries related to medical and nursing care acquired through abundant experience and a track record as President and CEO of a company. The Company expects him to provide oversight and advice in the Company's challenges toward new growth fields and domains in the future. Therefore, the Company proposes his continued election as External Director.

No.	Name (Date of birth)	P	ast experience, positions and responsibility in the Company, and significant concurrent positions	Number of Company shares held	
		April 1984	Joined FUJITSU LIMITED		
		June 2002	Manager of Product Planning, Software Services Planning Department, Marketing Unit		
	Makoto Omori	April 2010	General Manager of Sales Department, Mizuho Corporate Business Unit (in charge of Next Generation Systems)		
	(September 15, 1961)	April 2017	Head of First Financial Business Division		
	[Reappointment] [External Director]	April 2018	Corporate Executive Officer, Head of First Financial Business Division at Sales, Financial Services & Social Infrastructure Sales Group		
	Tenure as Director 1 year	January 2019	Administrative Officer, Head of First Financial Business Division at Sales, Financial Services & Social Infrastructure Sales Group	0	
9	Attendance rate of the Board of Directors meetings in fiscal 2020 100%	April 2019	Administrative Officer, Head of Social Infrastructure Business Division at Sales, Financial Services & Social Infrastructure Sales Group, (current position)		
		April 2020	Administrative Officer, Vice President of Public and Social Infrastructure Group for Japan Region (current position)		
		June 2020	External Director, the Company (current position)		
		[Significant co	oncurrent positions]		
		Administrative Officer, FUJITSU LIMITED			
	Reason for nomination Mr. Makoto Omori h of an operating corporat oversight functions, and of the executive manage	ment in addition to ition, independent			
		April 1996	Registered as attorney (Dai-Ichi Tokyo Bar Association)		
	Toshihiro Murashima		Joined Aoyama Chuo Law Office		
	(April 2, 1957)	April 1999	Partner		
	[Reappointment]	April 2001	Established Murashima Hozumi Law Office		
	[External Director]		Partner (current position)		
	Tenure as Director	June 2006	External Director, NIFTY Corporation	3,773	
	4 years	June 2011	External Statutory Auditor, the Company		
10	Attendance rate of the	June 2017	External Director (current position)		

Reason for nomination as candidate for External Director and expected role:

Board of Directors meetings in fiscal 2020

92.3%

[Significant concurrent positions]

Partner, Murashima Hozumi Law Office

Although Mr. Toshihiro Murashima has never been directly involved in corporate management, he has expertise as an attorney, and as Statutory Auditor of the Company for many years and Chairman of the Nomination and Compensation Committee, he has profound insights on the qualities of candidates for officers and their appropriate compensations, which are core issues of corporate governance of the Company. The Company expects him to contribute to rapid and bold decision-making by management in the future from an objective position, independent of the executive management of the Company. Therefore, the Company proposes his continued election as External Director.

No.	Name (Date of birth)	Past experience, positions and responsibility in the Company, and significant concurrent positions		Number of Company shares held
		April 1980	Joined FUJITSU LABORATORIES LTD. (currently FUJITSU LIMITED)	
		February 2000	Manager of Document Processing Research Department	
		April 2006	Director, Information Processing Society of Japan	
	Kunio Matsui	April 2007	Vice President, Fujitsu Laboratories of America, Inc.	
	(July 23, 1957)	April 2009	Chief Researcher of Software & Solution Laboratory, FUJITSU LABORATORIES LTD. (currently FUJITSU LIMITED)	
Ì	[Reappointment] [External Auditor] [Independent Officer]  Tenure as Director 2 years	July 2009	Technology Administrative Officer, NIFTY Corporation	
		July 2014	Member of Program Meeting Committee established for "Enhancement of Resilient Disaster Prevention and Disaster Reduction Function" Challenge of Cabinet Office SIP	0
		November 2014	Concurrently served as Head of New Business Promotion Office, NIFTY Corporation	
11	Attendance rate of the Board of Directors meetings in fiscal 2020 100%	April 2015	Concurrently served as Specially Appointed Professor of Graduate School of Science and Technology, Shizuoka University	
		February 2017	Professor, Department of Information and Computer Science, College of Engineering, Kanazawa Institute of Technology (current position)	
		June 2019	External Director, the Company (current position)	
		[Significant con	current positions]	
			rtment of Information and Computer Science, College of Engineering, tute of Technology	

Reason for nomination as candidate for External Director and expected role:

Although Mr. Kunio Matsui has never been directly involved in corporate management, he has abundant experience at FUJITSU LABORATORIES LTD. and NIFTY Corporation and currently as a professor in the Department of Information and Computer Science, College of Engineering, Kanazawa Institute of Technology, and possesses profound insights on the information network solution business. The Company expects him to contribute to rapid and bold decision-making by management from a diversified perspective by drawing on his experience and from an objective position, independent of the executive management of the Company. Therefore, the Company proposes his continued election as External Director.

No.	Name (Date of birth)	Pa	Number of Company shares held	
		April 1973	Joined Second Department of Surgery, Chiba University School of Medicine	
		April 1986	Visiting Doctor, Mayo Clinic, US	
		April 1987	Chief, Department of Diagnostic Radiology, National Cancer Center	
		July 1992	Head, Department of Radiology, National Cancer Center Hospital East	
	Noriyuki Moriyama (June 20, 1947)	April 1998	Head, Department of Diagnostic Radiology, National Cancer Center Hospital	
	[New Appointment] [External Director] [Independent Officer]	January 2004	Director, Research Center for Cancer Prevention and Screening, National Cancer Center	
		April 2010	Director, Research Center for Cancer Prevention and Screening, National Cancer Center (Independent Administrative Institution)	0
	Tenure as Director 1 year	April 2013	Senior Executive Officer and Managing Director, Medical Corporation Midtown Medicine Co., Ltd. Director, Health Screening Center, Tokyo Midtown Medicine Co., Ltd.	U
12	Attendance rate of the Board of Directors meetings in fiscal 2020	April 2016	Chairman, Shinkokai medical corporation (current position) Director, Medical Corporation Midtown Medicine Co., Ltd. (current position)	
	100%	August 2016	Director, Grand HIMEDIC Club (HIMEDIC, Inc.) (current position)	
		June 2020	External Director, the Company (current position)	
		[Significant co	oncurrent positions]	
			inkokai medical corporation ical Corporation Midtown Medicine Co., Ltd. IEDIC, Inc.	

Reason for nomination as candidate for External Director and expected role:

Based on Mr. Noriyuki Moriyama's achievements accumulated over many years at the National Cancer Center and his achievements in fields such as research of future advanced technology AI, the Company expects him to contribute to initiatives in the Company's health care business and its health management (which is part of the Company's management policy), as well as to swift and bold decision-making by management based on viewpoints and insights different from the Company's from an objective position, independent of the executive management of the Company. Therefore, the Company proposes his continued election as External Director.

#### Notes:

- 1. Mr. Hidetoshi Takinaka serves concurrently as President and CEO of Aso Information System Co., Ltd. and Senior Managing Director of ASO CORPORATION. The Company has entered into a capital and business alliance agreement with ASO CORPORATION, the parent company of Aso Information System Co., Ltd.
- 2. Mr. Makoto Omori serves concurrently as Director and a department head of FUJITSU LIMITED, with which the Company has business transactions including product sales.
- 3. Mr. Toshihiro Murashima serves as representative of Murashima Hozumi Law Office, with which the Company has entered into an advisory agreement. There is no special interest between the candidate and the Company.
- 4. Excluding Mr. Hidetoshi Takinaka, Mr. Makoto Omori, and Mr. Toshihiro Murashima, there are no special interests between each candidate and the Company.
- 5. Mr. Makoto Omori serves concurrently as an executive of FUJITSU LIMITED, which is a specified associated service provider of the Company, and receives remuneration from FUJITSU LIMITED as Director and a department head of the company.
- 6. Mr. Kunio Matsui and Mr. Noriyuki Moriyama are candidates for independent officer stipulated by the Tokyo Stock Exchange.
- 7. The Company has entered into a limited liability agreement with Mr. Toshihiro Murashima and Mr. Kunio Matsui, which provides that the maximum amount of liability for damages as stipulated in Article 423, Paragraph 1 of the Companies Act shall be the total amount of the amounts stipulated in each Item under Article 425, Paragraph 1 of the Companies Act, provided that they have performed their duties in good faith and in absence of gross negligence. Furthermore, if this proposal is approved and Mr. Toshihiro Murashima and Mr. Kunio Matsui are reelected, the Company plans to continue the above limited liability agreement.
- 8. The Company has entered into a directors and officers liability insurance agreement with an insurance company that names the internal director candidates as the insured parties. The insurance agreement covers damages that may be incurred by the insured parties as a result of the responsibilities assumed in the execution of their duties, or any liability claims made against them in connection with those responsibilities. Furthermore, if this proposal is approved and the internal director candidates are reelected, they will be included as the insured parties in the above insurance agreement.
- 9. The tenure as Director of each candidate is as of the conclusion of this General Meeting of Shareholders.