

These documents have been translated from Japanese originals for reference purposes only.  
In the event of any discrepancy between these translated documents and the Japanese originals, the originals shall prevail. AICHI CORPORATION (“The Company”) assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translations.

(Securities code: 6345)  
June 2, 2021

**To Shareholders with Voting Rights:**

Toshiya Yamagishi  
President and Director  
AICHI CORPORATION  
1152-10 Ryoke, Ageo-shi, Saitama,  
Japan

**NOTICE OF  
THE 73RD ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

Please be informed that the 73rd Ordinary General Meeting of Shareholders of the Company will be held for the purposes as described below.

In order to prevent the spread of coronavirus disease (COVID-19), we would like to strongly encourage our shareholders to refrain from attending the meeting, and exercise your voting rights in writing or by electromagnetic means (Internet). Please review the Reference Documents for the General Meeting of Shareholders described hereinafter, and exercise your voting rights by 5:30 p.m. on Thursday, June 17, 2021, Japan time.

- 1. Date and Time:** Friday, June 18, 2021 at 10:00 a.m., Japan time
- 2. Place:** The Company’s Head Office,  
1152-10 Ryoke, Ageo-shi, Saitama, Japan  
(Please see the brief map attached at the end of this notice.)
- 3. Meeting Agenda:**
- Matters to be reported:**
1. The Business Report and Consolidated Financial Statements for the 73rd Fiscal Year (April 1, 2020 - March 31, 2021) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
  2. Non-consolidated Financial Statements for the 73rd Fiscal Year (April 1, 2020 - March 31, 2021)
- Proposals to be resolved:**
- Proposal No. 1:** Distribution of Surplus
- Proposal No. 2:** Election of 3 Directors (excluding Directors serving as Audit and Supervisory Committee Members)

- 
- For those attending, please present the enclosed ballot form at the reception desk on arrival at the meeting. Please also bring this Notice with you to the meeting as meeting material.
  - “Consolidated Statement of Changes in Net Assets” and the “Notes to the Consolidated Financial Statements” in the Consolidated Financial Statements and the “Non-consolidated Statement of Changes in Net Assets” and the “Notes to the Non-consolidated Financial Statements” in the Non-consolidated Financial Statements are posted on the Company’s web site (<https://www.aichi-corp.co.jp>), in accordance with laws and regulations as well as Article 15 of the Articles of Incorporation of the Company, and they are not included in the attachment to this Notice. Therefore, the documents attached to this Notice is the part of the Consolidated Financial Statements and Non-consolidated Financial Statements audited by the Accounting Auditor in preparing the Accounting Audit Report, and the part of Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements audited by the Audit and Supervisory Committee Members in preparing the Audit Report.
  - If any revisions are made to the Reference Documents for the General Meeting of Shareholders and the attached documents, the revised contents will be posted on the Company’s web site (<https://www.aichi-corp.co.jp>).
  - There are concerns over the spread of COVID-19 infection. For our attending shareholders, we request you to check your physical conditions, and give consideration to the measures to prevent the spread of COVID-19, such as wearing a mask. If you are not feeling well, please exercise your voting rights in advance in writing or by electromagnetic means (Internet), and refrain from attending the meeting. At the venue, officers and operating staff will be wearing masks, and may take necessary measures (we may limit the number of shareholders allowed to enter into the venue to ensure spaces between shareholders and ask you to not enter the venue, or in case of shareholders with fever or cough symptoms, we may ask you to not enter the venue or leave the venue, or shorten the meeting, etc.) to prevent the spread of COVID-19 infection. We appreciate for your cooperation.
  - We will not be giving souvenirs and cancel showcasing our product. We would appreciate your understanding.

# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal No. 1: Distribution of Surplus

The Company's basic dividend policy is to pay dividends to its shareholders from a long-term perspective while giving consideration to reinforcement of management structure, future business development, etc. Based on this, the Company proposes a year-end dividend as follows.

Matters concerning year-end dividend:

- (1) Dividend property  
Cash
- (2) Matters concerning the allotment of the dividend property and the total amount distributed  
18 yen per share of common stock of the Company, for a total of 1,375,129,044 yen
- (3) Effective date of distribution of surplus  
June 21, 2021

If this proposal is approved as originally proposed, the annual dividend shall be 32 yen per share, including 14 yen paid as an interim dividend.

**Proposal No. 2: Election of 3 Directors (excluding Directors serving as Audit and Supervisory Committee Members)**

The terms of office of all 3 incumbent Directors (excluding Directors serving as Audit and Supervisory Committee Members) will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, the Company proposes the election of 3 Directors (excluding Directors serving as Audit and Supervisory Committee Members).

This proposal has been determined after exchanges of opinions and confirmation of the contents by the Nomination and Compensation Advisory Committee, and the Audit and Supervisory Committee has judged that all candidates in this proposal are suitable for Directors of the Company, based on the status of duty execution and performance of each candidate in the fiscal year under review, as well as each candidate's career experience.

The candidates for Director (excluding Directors serving as Audit and Supervisory Committee Members) are as follows.

No.	Name	Positions and responsibilities at the Company (important concurrent positions)	Number of years served as Director (at the conclusion of this Meeting)	Attendance at the Board of Directors meetings
1	Toshiya Yamagishi (Reappointment)	President and Representative Director	2 years	12/12 meetings held (100%)
2	Yoshio Tagami (Reappointment)	Director In charge of the Planning and Administration Division Head of the Technology and Development Division, Head of the Manufacturing Division, and Head of the Information Systems Division	1 year	9/9 meetings held (100%)
3	Hideo Yamamoto (New appointment)	Managing Officer In charge of Sales Division and Affiliated Companies	-	-

- Notes:
1. No material conflicts of interests exist between the Company and any of the above candidates.
  2. Mr. Toshiya Yamagishi had been a business executor of Toyota Industries Corporation, which has a special relationship with the Company (parent company) during the last ten years. His positions and responsibilities at Toyota Industries Corporation during the last ten years are indicated in "Career summary, positions, responsibilities and important concurrent positions" in the next page.
  3. The Company concluded a directors and officers liability insurance contract with an insurance company, which insures its Directors, etc., to cover damages that may arise when an insured person becomes liable in connection with the execution of his/her duties or receives claims related to the pursuit of such liability. If each candidate assumes the position of Director, he or she will be the insured person under the insurance contract, and the Company will renew the insurance contract with the same content during their terms of office.

No.	Name (Date of birth)	Career summary, positions, responsibilities and important concurrent positions		Number of Company shares held
1	<p>Toshiya Yamagishi (September 14, 1959)</p> <p>[Reappointment]</p> <p>Attendance at the Board of Directors meetings: 12/12 meetings held (100%)</p> <p>Number of years served as Director (at the conclusion of this Meeting): 2 years</p>	<p>April 1982</p> <p>June 2008</p> <p>June 2011</p> <p>June 2012</p> <p>June 2016</p> <p>June 2019</p> <p>June 2020</p>	<p>Joined Toyoda Automatic Loom Works, Ltd. (present Toyota Industries Corporation)</p> <p>Executive Officer of Toyota Industries Corporation</p> <p>President, Toyota Industries North America, Inc.</p> <p>President, Toyota Industrial Equipment Manufacturing, Inc.</p> <p>Chairman, Toyota Material Handling North America, Inc.</p> <p>Managing Officer, Toyota Industries Corporation</p> <p>Senior Managing Director and Representative Director of the Company, Head of the Planning and Administration Division and Head of the Sales Division</p> <p>President and Representative Director of the Company (to the present)</p>	<p>42,998 shares</p>
<p>Reason for nomination as a candidate for Director</p> <p>He has had many years of experience in the management of Toyota Industries Corporation and its consolidated subsidiaries. In addition, as Representative Director, he has led management of the Company and contributed to enhancing corporate value. We re-nominate him as a candidate for Director because we believe that he can perform his duties as Director appropriately with his abundant experience and high level of insight regarding all aspects of corporate management, in addition to his excellent character and insight.</p>				

No.	Name (Date of birth)	Career summary, positions, responsibilities and important concurrent positions		Number of Company shares held
2	<p data-bbox="277 521 464 584">Yoshio Tagami (July 10, 1960)</p> <p data-bbox="277 613 464 645">[Reappointment]</p> <p data-bbox="236 674 505 792">Attendance at the Board of Directors meetings: 9/9 meetings held (100%)</p> <p data-bbox="236 822 505 981">Number of years served as Director (at the conclusion of this Meeting): 1 year</p>	<p data-bbox="520 320 644 351">April 1983</p> <p data-bbox="520 351 676 383">January 2008</p> <p data-bbox="520 412 676 443">January 2009</p> <p data-bbox="520 472 628 504">July 2011</p> <p data-bbox="520 504 644 535">June 2015</p> <p data-bbox="520 607 644 638">June 2017</p> <p data-bbox="520 701 644 732">June 2018</p> <p data-bbox="520 828 644 860">June 2019</p> <p data-bbox="520 956 644 987">June 2020</p>	<p data-bbox="722 320 959 351">Joined the Company</p> <p data-bbox="722 351 1182 414">General Manager, Product Development Department of the Company</p> <p data-bbox="722 414 1230 477">General Manager, Research &amp; Development Department of the Company</p> <p data-bbox="722 477 1115 508">Executive Officer of the Company</p> <p data-bbox="722 508 1214 604">Director of the Company, supervising Product Planning Division and Technology and Development Division</p> <p data-bbox="722 604 1198 701">Managing Officer of the Company, supervising Procurement Department and Production Technology Department</p> <p data-bbox="722 701 1190 828">Managing Officer of the Company, supervising Quality Assurance Division, Procurement Department and Production Technology Department</p> <p data-bbox="722 828 1182 956">Managing Officer of the Company, supervising Quality Assurance Division, Production Management Division and Production Technology Department</p> <p data-bbox="722 956 1206 1182">Director of the Company, in charge of the Planning and Administration Division, Head of the Technology and Development Division, Head of the Manufacturing Division, and Head of the Information Systems Division (to the present)</p>	<p data-bbox="1286 719 1362 781">12,349 shares</p>
<p data-bbox="236 1189 799 1220">Reason for nomination as a candidate for Director</p> <p data-bbox="236 1220 1406 1332">As Director, he has led management of the Company and contributed to enhancing corporate value. We re-nominate him as a candidate for Director due to his in-depth knowledge, acquired through many years of experience in the technology and development division at the Company, and extensive experience in the Company's management, in addition to his excellent character and insight.</p>				

No.	Name (Date of birth)	Career summary, positions, responsibilities and important concurrent positions		Number of Company shares held
3	Hideo Yamamoto (September 19, 1958)	April 1979	Joined the Company	3,895 shares
	[New appointment]	April 2012	General Manager in charge of Domestic Sales Department of the Company	
	Attendance at the Board of Directors meetings:	January 2014	Branch Manager, Chushikoku Branch of the Company	
	-	August 2016	Branch Manager, Chubu Branch of the Company	
	Number of years served as Director (at the conclusion of this Meeting):	June 2017	Executive Officer of the Company	
	-	June 2018	Managing Officer of the Company, supervising Sales Division	
	-	June 2020	Managing Officer of the Company, in charge of Sales Division and Affiliated Companies (to the present)	
Reason for nomination as a candidate for Director As Managing Officer, he has led management of the Company and contributed to enhancing corporate value. We nominate him as a candidate for Director due to his in-depth knowledge, acquired through many years of experience in the sales division at the Company, and extensive experience in the Company's management, in addition to his excellent character and insight.				