Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities Code: 6432 Date mailed: May 1, 2023 Start date of electronic provision measures: April 21, 2023

To our shareholders:

Toshiya Takeuchi President and Representative Director **TAKEUCHI MFG. CO., LTD.** 205, Uwadaira, Sakaki-machi, Hanishina-gun, Nagano

Notice of the 61st Annual General Meeting of Shareholders

You are hereby notified of the 61st Annual General Meeting of Shareholders of TAKEUCHI MFG. CO., LTD. (the "Company"), which will be held as indicated below.

When convening the General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the General Meeting of Shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the following websites. Please access either of those websites by using the Internet address shown below to review the information.

This convocation notice has been sent to all shareholders who have requested the delivery of paper-based documents in accordance with laws and regulations and the Articles of Incorporation.

Company website https://www.takeuchi-mfg.co.jp/ir/event/event_03.html (in Japanese)

Website listing materials for the General Meeting of Shareholders https://d.sokai.jp/6432/teiji/ (in Japanese)

Tokyo Stock Exchange, Inc.'s website (Listed Company Search): https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

(Please access the TSE website above, enter and search for "TAKEUCHI MFG" under "Issue name (company name)" or "6432" under "Code," and select "Basic Information" and "Documents for public inspection/PR Information" to access the information.)

If you are unable to attend the meeting in person, you may exercise your voting rights in writing or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on Wednesday, May 24, 2023 (JST).

1. Date and Time: Thursday, May 25, 2023, at 10:00 a.m. (JST) (Reception opens at 9:15 a.m.)

- (The venue "Santomyuze" opens its doors at 9:00 a.m. Please note that you cannot enter the building before then.)
- 2. Venue: Large Hall, Santomyuze (Ueda Performing Arts & Cultural Center)
 - 3-15-15, Tenjin, Ueda-shi, Nagano

3. Purpose of the Meeting

Matters to be reported:

- 1. The Business Report and the Consolidated Financial Statements for the 61st fiscal year (from March 1, 2022 to February 28, 2023), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit and Supervisory Committee
- 2. The Non-consolidated Financial Statements for the 61st fiscal year (from March 1, 2022 to February 28, 2023)

Matters to be resolved:

Proposal No. 1	Appropriation of Surplus
Proposal No. 2	Election of Six Directors (Excluding Directors Who Are Audit and Supervisory
	Committee Members)
Proposal No. 3	Election of One Director Who Is an Audit and Supervisory Committee Member
Proposal No. 4	Revision of Remuneration Amount for Directors (Excluding Directors Who Are Audit
	and Supervisory Committee Members)
Proposal No. 5	Revision of Remuneration Amount for Directors Who Are Audit and Supervisory
	Committee Members

- If you attend the meeting in person, please submit the voting form at the reception desk. Please note that anyone other than a shareholder who is entitled to exercise voting rights (e.g., non-shareholding proxy, person accompanying the shareholder) may not attend the meeting.
- Among the matters subject to measures for electronic provision, "Notes to the Consolidated Financial Statements" and "Notes to the Non-Consolidated Financial Statements" are not included in this convocation notice in accordance with laws and regulations and Article 15, paragraph 2 of the Company's Articles of Incorporation.

Therefore, this convocation notice makes up only a part of what was audited for the Consolidated Financial Statements and the Nonconsolidated Financial Statements by the Financial Auditor and the Audit and Supervisory Committee in the course of preparation of their audit report.

- If the matters subject to measures for electronic provision are revised, a notice of the revisions and the details of the matters before and after the revisions will be posted on the websites listed on page 1.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1 Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

Year-end dividends

The Company regards the return of profit to its shareholders as one of its key management priorities. It maintains a basic policy of paying stable dividends on a continual basis while securing internal reserves necessary for putting the Company on a firmer footing and preparing for future business development with a target consolidated dividend payout of 30%.

In line with the aforementioned policy, the Company proposes to pay a year-end dividend for the fiscal year as follows:

- Type of dividend property To be paid in cash.
- Allotment of dividend property and aggregate amount thereof
 The Company proposes to pay a dividend of ¥98 per common share of the Company.
 In this event, the total dividends will be ¥4,679,017,644.
- Effective date of dividends of surplus The effective date of dividends will be May 26, 2023.

Proposal No. 2 Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all six Directors (excluding Directors who are Audit and Supervisory Committee Members; the same shall apply hereinafter in this proposal) will expire at the conclusion of this meeting.

Therefore, the Company proposes the election of six Directors.

Nominations of candidates for Directors are decided by the Board of Directors following a report from the Nominating Advisory Committee. This proposal was reviewed by the Audit and Supervisory Committee and the committee did not find any matters requiring special mention.

Candidate No.	Name	Gender	Current position and responsibility in the Company	Attendance at Board of Directors meetings
1	Akio Takeuchi Reelection	Male	Chairman and Representative Director	16/16 (100%)
2	Toshiya Takeuchi Reelection	Male	President and Representative Director Responsible for Auditing Office	16/16 (100%)
3	Takahiko Watanabe Reelection	Male	Director and General Manager of Production Control & Purchasing Department Responsible for Quality Department and Togura Factory	16/16 (100%)
4	Clay Eubanks Reelection	Male	Director and General Manager of Sales and After Sales Support Departments	16/16 (100%)
5	Osamu Kobayashi Reelection	Male	Director and General Manager of Business Management Department Responsible for General Affairs, Human Resources and Information System Departments	16/16 (100%)
6	Hiroshi Yokoyama Reelection	Director and General Manager of Design & Development Department 1 Responsible for Design & Development Department 2, Head Office Factory, and Production Engineering Department	16/16 (100%)	

The candidates for Director are as follows:

Candidate No.	Name/Gender (Date of birth)	Career summand signifi	Number of the Company's shares owned					
	Aug. 1963 Established the Company as President and Representative Director May 2019 Chairman and Representative Director (current							
	Akio Takeuchi	Widy 2017	position)					
	Male	(Significant co	0.1					
	(November 3, 1933)	Director and O	0 shares					
	Reelection	Director and I						
1		Director and I						
1		Chairman of T						
		Representativ						
	[Reasons for nomination as candidate for Director]							
	Since establishing the Company in 1963, Akio Takeuchi has a record of achievement in developing and growing the							
	Company for many years as its founder, and possesses excellent management skills based on many years of experience							
	and ample achievements in corporate management. As the Company expects him to draw on the ample experience,							
	record of achievement, and know	ledge he has ga	ined thus far to fulfill a decision-making and superv	visory role in				
	management, it nominated him as	s a candidate for	r Director.					

Candidate No.	Name/Gender (Date of birth)	Career sum and signif	Number of the Company's shares owned				
No. 2	Toshiya Takeuchi Male (January 9, 1963) Reelection	Apr. 1985 May 2004 May 2008 May 2011 May 2014 May 2016 May 2017 May 2017 May 2018 May 2019 May 2020 June 2021 May 2022 (Significant c	Joined the Company Director and General Manager of Murakami Factory Director and Vice President Director and Vice President supervising Production, Quality, and Procurement Departments Director and Vice President responsible for Production, Research & Development, and Quality Departments Director and Vice President responsible for Production, Research & Development, and Quality Departments Director and Vice President responsible for Production, Quality, General Affairs, Business Management, and Information System Departments President and Representative Director responsible for Auditing Office, Sales Department, Head Office Factory, and Togura Factory President and Representative Director responsible for Auditing Office, Head Office Factory, and Togura Factory President and Representative Director responsible for Auditing Office, Head Office Factory, Togura Factory President and Representative Director responsible for Auditing Office, Head Office Factory, Togura Factory President and Representative Director responsible for Auditing Office, Head Office Factory, Togura Factory, and Production Engineering Department President and Representative Director responsible for Auditing Office (current position) concurrent positions outside the Company)				
		Director of Ta Director of Ta	akeuchi Mfg. (U.S.) Ltd. akeuchi Mfg. (U.K.) Ltd.				
		Director of Takeuchi France S.A.S. Director of Takeuchi Qingdao Mfg. Co., Ltd.					
	his appointment as President and uncertain business environment, has also led the formulation of th	didate for Dir ngthening of pr Representative determinedly w e medium-term	ector] roduction and quality, mainly in the production depa Director in May 2019, he delivered strong leadersh rorking to resolve management issues and achieving management plan, and promotes the expansion and	tip amid an strong results. He l enhancement of			
	business. As the Company expects him to draw on this experience, record of achievement, and knowledge to fulfill a decision-making and supervisory role in management, it nominated him as a candidate for Director.						

Candidate No.	Name/Gender (Date of birth)		mary, position and responsibility in the Company, ficant concurrent positions outside the Company	Number of the Company's shares owned				
		Apr. 2006 May 2016	Joined the Company Executive Officer and General Manager of					
		June 2016	Production Control & Purchasing Department Executive Officer and General Manager of					
		May 2018	Purchasing Department Director and General Manager of Purchasing Department responsible for Production Control					
	Takahiko Watanabe		Department					
	Male (April 28, 1960) Reelection	May 2019	Director and General Manager of Purchasing Department responsible for Quality and Production Control Departments	2,643 share				
3		June 2021	Director and General Manager of Production Control & Purchasing Department responsible					
		May 2022	for Quality Department Director and General Manager of Production Control & Purchasing Department responsible for Quality Department and Togura Factory (current position)					
		rience, record o	ovement of the Company's business performance. As of achievement, and knowledge to fulfill a decision-r im as a candidate for Director.					
	supervisory fore in management,	Sept. 1984	Joined Takeuchi Mfg. (U.S.) Ltd.					
			Central Region Sales Manager					
		Jan. 2000	Vice President and General Manager					
		Jan. 2003	Director and President	2,387 shares				
		May 2018 May 2019	Managing Executive Officer of the Company Director responsible for Global Sales					
	Clay Eubanks Male	May 2020	Promotion Director and General Manager of Sales					
	(November 16, 1964) Reelection	May 2021	Department responsible for Parts Department Director and General Manager of Sales and Parts Departments					
4		Mar. 2023	Director and General Manager of Sales and After Sales Support Departments (current					
		position) (Significant concurrent positions outside the Company) Director and Vice Chairman of Takeuchi Mfg. (U.S.) Ltd.						
	[Reasons for nomination as candidate for Director] As President of the Company's U.S. sales subsidiary, and since 2019 as Director responsible for the Sales Department							
	of the Company, Clay Eubanks has been greatly contributing to developing markets and expanding sales. As the Company expects him to draw on this experience, record of achievement, and knowledge to fulfill a decision-making							
	and supervisory role in management, in addition to being able to ensure the internationality and diversity of the Board							
	of Directors, it nominated him as a candidate for Director.							

Candidate No.	Name/Gender (Date of birth)		mary, position and responsibility in the Company, ficant concurrent positions outside the Company	Number of the Company's shares owned
		Oct. 2015	Joined the Company, General Manager of Internal Auditing Office	
		June 2016	General Manager of Production Control Department	
		May 2017	General Manager of Business Management Department	
		May 2018	Executive Officer and General Manager of Business Management Department	
	Osamu Kobayashi Male	May 2019	Director and General Manager of Business Management Department responsible for	2,039 share
	(May 14, 1959) Reelection		General Affairs and Information System Departments	
5		Jan. 2021	Director and General Manager of Business Management and General Affairs Departments	
		Jan. 2023	responsible for Information System Department Director and General Manager of Business	
			Management Department responsible for	
			General Affairs, Human Resources and	
			Information System Departments (current position)	
	Internal Auditing Office, Produce Department, contributing great	ction Control De y to the develop	ing the Company in 2015, he has served as General M epartment, Business Management Department, and G ment of the Company's management structure. As the warmant, and knowledge to fulfill a decision making a	eneral Affairs e Company expect
	Internal Auditing Office, Produce Department, contributing great	ction Control De y to the develop record of achiev m as a candidate	epartment, Business Management Department, and G ment of the Company's management structure. As th vement, and knowledge to fulfill a decision-making a e for Director.	eneral Affairs e Company expect
	Internal Auditing Office, Produ Department, contributing greatl him to draw on this experience,	ction Control De y to the develop record of achiev m as a candidate Apr. 1985	epartment, Business Management Department, and G ment of the Company's management structure. As th vement, and knowledge to fulfill a decision-making a e for Director. Joined the Company	eneral Affairs e Company expect
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3. The number of the Company's shares held by each candidate includes the shares held through the Officer's Shareholding Association, with fractional shares rounded down.

4. The Company has entered into a directors and officers liability insurance policy with an insurance company as provided for in Article 430-3, paragraph 1 of the Companies Act. The policy covers losses borne by the insureds for the legally mandated amount of indemnification and litigation expenses. Each candidate is included as an insured in the policy, and the full amount of the insurance premiums is borne by the Company. If the election of each candidate in this proposal is approved, they will continue to be an insured. However, there are certain reasons for coverage exclusions in the policy;

for example, losses arising from claims for damages due to illegal acts committed by an insured are not covered. When the policy is renewed, the Company plans to renew the policy with the same terms.

Proposal No. 3 Election of One Director Who Is an Audit and Supervisory Committee Member

In order to strengthen the auditing and supervisory system of management and to enhance corporate value over the medium to long term, the Company proposes to increase the number of Directors who are Audit and Supervisory Committee members by one, and requests the election of one Director who is a member of the Audit and Supervisory Committee.

The consent of the Audit and Supervisory Committee has been obtained for this proposal.

Name/Gender (Date of birth)	Career summ	Number of the Company's shares owned	
Yuko Miyata Female (August 1, 1964) New election Outside Independent	Apr. 1989 Jan. 2001 May 2004 July 2005 May 2013 Jan. 2021 May 2023	Joined Nippon Lever K.K. (current Unilever Japan K.K.) Director of Personnel Development, Human Resource Department Seconded to Human Resource Strategy Headquarters of Unilever PLC (U.K. headquarters of Unilever) Director and General Manager of Human Resource and General Affairs Headquarters of Unilever Japan K.K. Executive Officer and Head of Human Resources of Bayer Holding Ltd. Human resource consultant (private business owner) (current position) Corporate Auditor of Lawson, Inc. (appointment planned) oncurrent positions outside the Company)	owned 0 shares
	Human resou	rce consultant (private business owner) ditor of Lawson, Inc. (appointment planned in May 2023)	

The candidate for Director who is an Audit and Supervisory Committee Member is as follows:

* Yuko Miyata is a candidate for outside Director.

[Reasons for nomination as candidate for outside Director who is an Audit and Supervisory Committee Member and outline of expected role]

Yuko Miyata has accumulated international experience including overseas positions in the U.S. and U.K. She has been involved in overall business decision-making, governance, and compliance as a member of management at the Japanese subsidiaries of Unilever and Bayer, and has extensive experience and deep insight particularly in human resources (global human resources development, diversity and inclusion, occupational health and safety, workplace environment improvement, etc.), ranging from field operations to strategic projects at global headquarters. The Company proposes her election as an outside Director in expectation that she will apply this knowledge to the audit and supervision of the Company's management, and offer valid advice about the Company's initiatives for ESG issues.

[Registration as Independent Officer]

Yuko Miyata satisfies the "Standards for Independence of Outside Directors" established by the Company and the requirements for an independent officer as provided for by Tokyo Stock Exchange, Inc. In addition, the Company does not engage in business transactions with Ms. Miyata or with any organization or group she belongs to. Accordingly, the Company deems that she maintains sufficient independence.

If the election of Ms. Miyata is approved, the Company plans to submit a notification to Tokyo Stock Exchange, Inc. concerning her appointment as an independent officer as provided for by the aforementioned exchange.

[Limited liability agreements with Director who is an Audit and Supervisory Committee Member]

If the election of Yuko Miyata is approved, pursuant to Article 427, paragraph 1 of the Companies Act, the Company plans to enter into an agreement with her to limit her liability for damages under Article 423, paragraph 1 of the same Act. Pursuant to this agreement, the defined maximum amount of liability for damages is the minimum liability amount provided for under Article 425, paragraph 1 of the same Act.

Notes: 1. There is no special interest between the candidate and the Company.

- 2. The Company has entered into a directors and officers liability insurance policy with an insurance company as provided for in Article 430-3, paragraph 1 of the Companies Act. The policy covers losses borne by the insureds for the legally mandated amount of indemnification and litigation expenses. If the election of Yuko Miyata in this proposal is approved, she will be insured under the policy, and the Company plans to bear the full amount of the insurance premiums. However, there are certain reasons for coverage exclusions in the policy; for example, losses arising from claims for damages due to illegal acts committed by an insured are not covered. When the policy is renewed, the Company plans to renew the policy with the same terms.
- 3. Yuko Miyata's name is listed in the family register as Yuko Yajima.

Proposal No. 4 Revision of Remuneration Amount for Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

At the 58th Annual General Meeting of Shareholders held on May 28, 2020, it was resolved that the annual remuneration amount for Directors (excluding Directors who are Audit and Supervisory Committee Members; the same shall apply hereinafter in this proposal) shall be \pm 300 million or less (provided that this amount does not include the employee salary portion), which has remained until now. However, in consideration of various circumstances including increased duties and expected roles performed by Directors due to changes in economic and business environments, the Company wishes to revise the annual remuneration amount for Directors to \pm 400 million or less. In addition, the Company proposes that the remuneration amount for Directors continues to exclude the employee salary portion for Directors who are concurrently employees.

The policy on determination of details of remuneration, etc. for Directors is as described in the Business Report on pages 26 through 28 (in Japanese only). The details of this proposal have been judged to be appropriate as they were decided by the Board of Directors after receiving a report from the Remuneration Advisory Committee stating that the proposal is rational and necessary for determining remuneration, etc. for individual Directors in line with this policy. This proposal was reviewed by the Audit and Supervisory Committee and the committee did not find any matters requiring special mention.

If Proposal No. 2 is approved and adopted as proposed, the number of Directors will be six, which is the same as the current number.

Proposal No. 5 Revision of Remuneration Amount for Directors Who Are Audit and Supervisory Committee Members

At the 54th Annual General Meeting of Shareholders held on May 27, 2016, it was resolved that the annual remuneration amount for Directors who are Audit and Supervisory Committee Members shall be \$30 million or less, which has remained until now. However, in consideration of various circumstances such as an expected increase in the number of Directors who are Audit and Supervisory Committee members and the securing and increase in outstanding personnel in the future, the Company wishes to revise the annual remuneration amount for Directors to \$60 million or less.

The policy on determination of details of remuneration, etc. for Directors is as described in the Business Report on pages 26 through 28 (in Japanese only). This proposal has been judged to be appropriate after taking into consideration the duties and responsibilities of Audit and Supervisory Committee members as well as an increase in the number of members. This proposal was reviewed by each member of the Audit and Supervisory Committee, and the committee did not find any matters requiring special mention.

The Company currently has three Directors who are Audit and Supervisory Committee members, but if Proposal No. 3 is approved and adopted as proposed, the number of Directors who are Audit and Supervisory Committee members will be four.

(Reference) Composition of the Board of Directors

The following table shows the composition of the Board of Directors and has been produced on the assumption that Proposal No. 2 and Proposal No. 3 for this General Meeting of Shareholders will be approved as originally proposed.

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Name	Position	Outside	Business Manage- ment/ Strategy	Research & Develop- ment	Sales/ Marketing	Produc- tion/ Procure- ment/ Quality Control	Legal/ Compli- ance	Finance/ Account- ing	Inter- national Perspec- tive/ Overseas Experi- ence	Sustaina- bility	Human Resource Strategy
Akio Takeuchi	Chairman and Representative Director		•	•	•	•					
Toshiya Takeuchi	President and Representative Director		•	•	•	•	•	•	•	•	•
Takahiko Watanabe	Director and General Manager of Production Control & Purchasing Department					●					
Clay Eubanks	Director and General Manager of Sales and After Sales Support Departments				•				•		
Osamu Kobayashi	Director and General Manager of Business Management Department		•				•	•		•	•
Hiroshi Yokoyama	Director and General Manager of Design & Development Department 1			•		•					
Minoru Kusama	Director and Full- time Audit and Supervisory Committee Member	•					•	•			
Akihiko Kobayashi	Director and Audit and Supervisory Committee Member	•					•				
Michio Iwabuchi	Director and Audit and Supervisory Committee Member	•					•	•			
Yuko Miyata	Director and Audit and Supervisory Committee Member	•					•		•	•	•

* The above table shows the areas where the Company expects Directors to be most active and does not represent all the areas in which the Directors have knowledge.

(Reference)

Standards for Independence of Outside Directors of TAKEUCHI MFG. CO., LTD.

The Company has determined the following "Standards for Independence of Outside Directors" taking into account the independence standards established by Tokyo Stock Exchange, Inc., and judges that an outside Director or a candidate for outside Director is sufficiently independent if none of the following items applies to the individual:

- 1. A person who is currently or was in the past ten years a Director (excluding outside Director), Auditor (excluding outside Auditor), Executive Officer or any other employee of the Company or a subsidiary of the Company.
- 2. A person who currently falls under or in the past three years fell under any of the following (1) to (10):
 - (1) A party whose major client is the Company (*1) or an executive thereof
 - (2) A major client of the Company (*2) or an executive thereof
 - (3) A major lender of the Company (*3) or an executive thereof
 - (4) A consultant, accountant, legal or other professional who receives a large amount of monetary consideration (*4) or other property from the Company in addition to compensation as an officer
 - (5) A party belonging to the auditing firm that is the Financial Auditor of the Company
 - (6) An executive of the lead managing underwriter of the Company
 - (7) A major shareholder (*5) of the Company or an executive thereof
 - (8) An executive of a company of which the Company is a major shareholder (*5)
 - (9) A recipient of substantial donations, etc. (*6) from the Company or an executive thereof
 - (10) An executive of a company involved in mutual dispatch to and from the Company
- 3. A spouse or relative within the second degree of kinship of a person who currently falls under or in the past one year fell under the following (1) or (2):
 - (1) Director (excluding outside Director), Auditor (excluding outside Auditor), Executive Officer or any other employee of the Company or a subsidiary of the Company
 - (2) A person who falls under any of the above 2.-(1) to 2.-(10), who is also an important person (*7)
- *1: "A party whose major client is the Company" refers to a party for which the transaction amount with the Company has exceeded 2% of the party's net sales in any of its last three fiscal years.
- *2: "A major client of the Company" refers to a party from which the transaction amount with the Company has exceeded 2% of the Company's net sales in any of the last three fiscal years.
- *3: "Major lender of the Company" refers to one which has lent the Company an amount equivalent to over 2% of the Company's total assets in any of the last three fiscal years.
- *4: "Large amount of monetary consideration" refers to amounts that have exceeded ¥10 million annually in any of the last three fiscal years.
- *5: "Major shareholder" refers to a shareholder whose ownership ratio of voting rights is 10% or higher.
- *6: "Substantial donations, etc." refers to amounts that has exceeded ¥10 million annually in any of the last three fiscal years.
- *7: "Important person" refers to an employee that holds a senior management position such as executive director, executive, executive officer, general manager or above.