20 Umegahata, Inokura-Cho, Ayabe, Kyoto

NITTOSEIKO CO., LTD.

Masami Zaiki, President

Notice of the 115th Annual Meeting of Shareholders

The Company would hereby like to inform shareholders that the Company's 115th Annual Meeting of Shareholders will be held as described below.

If you are unable to attend the meeting on the date, you may also exercise your voting rights in writing (by postal mail) or via the internet. We kindly request you to read the following Reference Document for the Annual Meeting of Shareholders and exercise your voting rights in conformity to the guide below no later than 5:00 p.m. on Monday, March 29, 2021.

Sincerely yours,

1. 2.	Date: Venue:	1:00 p.m. on Tuesday, March 30, 2021 Meeting Room of the Company, 20 Umegahata, Inokura-Cho, Ayabe, Kyoto	
3.	Purposes: Items to be reported:	 The business report, the consolidated financial statements and the results of consolidated financial statement audits by the Accounting Auditor and the Board of Auditors for the 115th 	
		 business period (January 1, 2020 to December 31, 2020) 2. The non-consolidated financial statements for the 115th business period (January 1, 2020 to December 31, 2020) 	
	Items to be resolved:		
	Item No. 1:	Appropriation of Retained Earnings	
	Item No. 2:	Partial Amendment to the Articles of Incorporation	
	Item No. 3:	Election of Nine (9) Directors	
	Item No. 4:	Election of One (1) Auditor	
	Item No. 5:	Election of One (1) Substitute Auditor	

• When you attend the meeting, we kindly request that you submit the enclosed voting form to the receptionist at the venue.

Of the documents to be attached to this Notice, the documents listed below are not included in the attachment because they are posted on the Company's website (https://www.nittoseiko.co.jp/) on the Internet, pursuant to laws and regulations, and Article 18 of the Company's Articles of Incorporation.

(1) Notes to the Consolidated Financial Statements

(2) Notes to the Non-consolidated Financial Statements

The documents attached to this Notice and the documents posted on the Company's website described above were both audited by Auditors and the Accounting Auditor when they respectively prepared the Auditors' Report and the Accounting Auditors' Report.

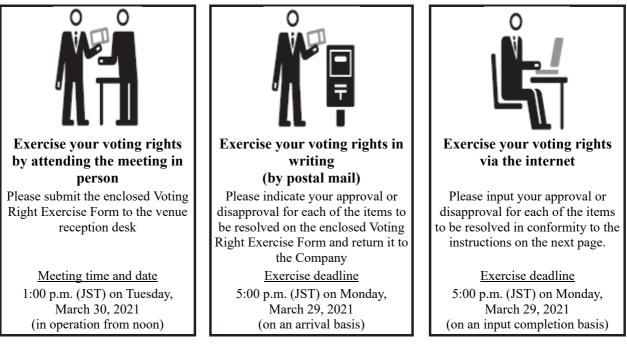
© In case of circumstances requiring revisions to the Business Report, the Consolidated Financial Statements, the Non-consolidated Financial Statements, and/or the Reference Document for the Annual Meeting of Shareholders, such revisions will be listed on the Company's website. (https://www.nittoseiko.co.jp/)



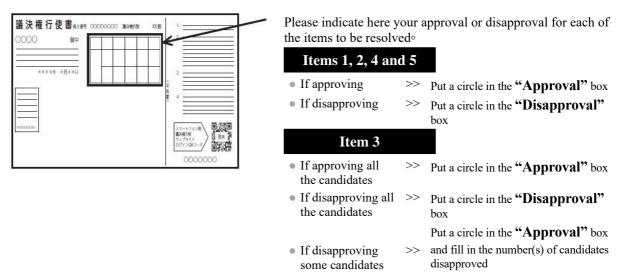
Instructions on exercise of voting rights

Voting rights at a meeting of shareholders are precious rights of shareholders. You should read the following Reference Document for the Annual Meeting of Shareholders before exercising your voting rights.

There are three ways to exercise your voting rights, as shown below.



How to fill in your Voting Right Exercise Form



* The Voting Right Exercise Form is a conceptual image.

If you exercise your voting rights both in writing (by postal mail) and via the internet, the exercise via the internet will be treated as a valid exercise of voting rights. If you exercise your voting rights multiple times via the internet, the last exercise done will be treated as the valid exercise of voting rights.

Instructions on exercising your voting rights via the internet

By reading QR code: Smart Exercise[®]

You can log in to the voting right exercise website without inputting a voting right exercise code/password.

1. Read the QR code shown on the lower right section of your Voting Right Exercise Form



* QR code is a registered trademark of Denso Wave Incorporated.

2. From then onwards, indicate approval or disapproval by inputting according to the diagram instructions

さいたいで すべての会社提案項案に ついて「減皮」する 各環案について 個話に指示する

Exercise of your voting rights via Smart Exercise[®] can be done only once

To revise the exercise of your voting rights after the exercise, you should access the website for PCs and log in by inputting your voting right exercise code and password shown on your Voting Right Exercise Form, and then exercise your voting rights again.

* Reading the QR code again will let you transition to the website for PCs.

Should you have any doubt about how to use a PC, smartphone or mobile phone for exercising voting rights via the internet, please feel free to inquire at the contact point shown on the right.

By inputting voting right exercise code/password

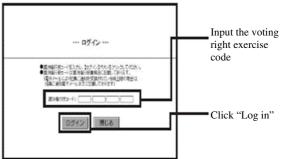
Voting right exercise website

https://www.web54.net

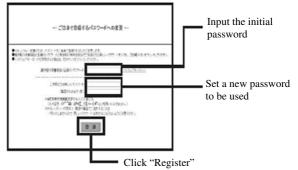
1. Access the voting right exercise website



2. Fill in the voting right exercise code shown on your Voting Right Exercise Form



3. Input the password shown on your Voting Right Exercise Form



- 4. From then onwards, indicate approval or disapproval by inputting according to the diagram instructions
- * The operational diagram is a conceptual image.

Sumitomo Mitsui Trust Bank Securities proxy web support-dedicated telephone number Telephone number: 0120-652-031 (toll free) (Reception hours 9:00 - 21:00)

Institutional investors are able to use a voting rights electronic exercise platform for them that is run by ICJ, Inc.

Reference Document for the Annual Meeting of Shareholders

Meeting Agenda and Referential Matters

Item No. 1: Appropriation of Retained Earnings

The Company deems the distribution of profits to shareholders as one of its most important management policies. Its basic policy on profit distribution is to continue to pay dividends stably and adequately in ways in keeping with its business performance while working to strengthen its corporate structure and accumulate internal reserves in preparation for future business expansion. The Company intends to pay an ordinary dividend of 4.50 yen per share, and appropriate retained earnings as follows.

- 1. Appropriation of retained earnings
 - (1) Item causing higher retained earnings and its amount General reserve 1,000,000,000 yen
 - (2) Item causing lower retained earnings and its amount Retained earnings brought forward 1,000,000,000 yen
- 2. Year-end dividend
 - (1) Type in which dividends are paid Cash payment
 - (2) Allocation of dividends to shareholders and total amount of dividends Dividend per common share of the Company: 4.50 yen Total amount of dividends: 167,327,550 yen
 - (3) Effective date on which dividends are disbursed from retained earnings March 31, 2021

As the Company paid an interim dividend of 4 yen per share in September 2020, the annual dividend is 8.50 yen per share.

Item No. 2: Partial Amendment to the Articles of Incorporation

1. Reason for proposal

In preparation for future business expansion, we would like to add another business purpose to Article 2 (Purpose) of the existing Articles of Incorporation.

2. Revision

The proposed revision is as follows.

(The	part	underlined	denotes	the	revision.)
	Inc	part	unuermieu	ucifotes	unc	10 1 151011.	,

The existing Articles of Incorporation	Proposed revision
(Purpose)	(Purpose)
Article 2 The purpose of the Company is to engage in the following business activities.	Article 2 The purpose of the Company is to engage in the following business activities.
1. through 11. (Provisions omitted)	1. through 11. (Unchanged)
(New stipulation)	<u>12. Trading of the Company's own</u> secondhand goods under the Secondhand Articles Dealer Act
<u>12.</u> (Provisions omitted)	<u>13.</u> (Unchanged)

Item No. 3: Election of Nine (9) Directors

The term of office of all nine (9) Directors will expire at the conclusion of the Annual Meeting of Shareholders. Accordingly, the Company requests the election of nine (9) Directors.

The candidates	for	Director	are as	follows.
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Candidate No.	Name		Current position and responsibility at the Company	Attendance at meetings of Board of Directors
1	Masami Zaiki	Reelection	President	15 times/15 times (100%)
2	Takeshi Sawai	Reelection	Managing Director and Managing Corporate Officer General Manager, Assembly Machine Division	15 times/15 times (100%)
3	Makoto Araga	Reelection	Managing Director and Managing Corporate Officer In charge of business administration units (Corporate Planning Department, Global Strategy Department, Personnel and General Affairs Department, and diversity promotion)	15 times/15 times (100%)
4	Nobuhiro Uejima	Reelection	Director and Corporate Officer In charge of branch administration unit Branch Manager, Tokyo Branch	15 times/15 times (100%)
5	Shigehiro Yamazoe	Reelection	Director and Corporate Officer General Manager, Control System Division In charge of production engineering unit	14 times/15 times (93%)
6	Shinichi Matsumoto	Reelection	Director and Corporate Officer In charge of finance unit and audit unit	15 times/15 times (100%)
7	Mitsuru Shiomi	Reelection Outside Independent	Director	15 times/15 times (100%)
8	Kazuyuki Hirao	Reelection Outside Independent	Director	14 times/15 times (93%)
9	Konomi Katsumi	Reelection Outside Independent	Director	15 times/15 times (100%)

Note: Outside and Independent represent candidates for Outside Director and independent officer, respectively.

Candidate No.	Name (Date of birth)		ief profile, position and responsibility, and significant concurrent positions	Number of the Company's shares owned
	Masami Zaiki (October 22, 1950)	March 1971 March 2005 March 2010 March 2011 March 2013	Joined the Company Director Managing Director Representative Director	68,952 shares
1	management of the long-term vision a Mr. Zaiki swiftly	President of the Company since March 2013, driv strong leadership and decision-making ability towar Management Plan. Being equipped with excellent cr es in the operating environment. We have again nom think he will further contribute to sustained growt	ds achieving its isis control skill, inated Mr. Zaiki	
2	Takeshi Sawai (December 24, 1959) Reelection	April 1983 April 2007 October 2010 April 2012 March 2015 March 2016 March 2019 March 2019	Joined the Company Branch Manager, Nagoya Branch General Manager, Sales Department, Assembly Machine Division (in charge of the Chubu and Kansai areas) General Manager, Manufacturing Department, Assembly Machine Division Director Deputy General Manager, Assembly Machine Division General Manager, Manufacturing Department Director General Manager, Assembly Machine Division Managing Director and Managing Corporate Officer General Manager, Assembly Machine Division (incumbent) President, NITTO KOSHIN CO., LTD.	9,079 shares
	capacity as Mana Division, he cont information-gathe business restructu nominated Mr. Sa	(incumbent) ate for Director) function of overseeing and supervising our overall of nee March 2019. As General Manager at the Ass ling our business domains in and outside Japan by back of trust from business partners. Moreover, Mir rthy statements and an ability to communicate well for Director as we think he will further contribute to so the Group in the future.	embly Machine y leveraging his . Sawai pursues . We have again	

Candidate No.	Name (Date of birth)		ef profile, position and responsibility, and significant concurrent positions	Number of the Company's shares owned
3	Makoto Araga (October 11, 1968) Reelection	April 1991 October 2014 March 2018 October 2018 March 2019 March 2020	Joined the Company General Manager, Planning Department General Manager, Internal Control Promotion Department Director General Manager, Corporate Planning Department General Manager, Personnel and General Affairs Department General Manager, Audit Department Director In charge of business administration units (Corporate Planning Department, Personnel and General Affairs Department) General Manager, Personnel and General Affairs Department General Manager, Personnel and General Affairs Department General Manager, Audit Department Director and Corporate Officer In charge of the business administration units (Corporate Planning Department, Personnel and General Affairs Department Director and Corporate Officer In charge of the business administration units (Corporate Planning Department and diversity promotion) Managing Director and Managing Corporate Officer In charge of business administration units (Corporate Planning Department, Global	shares owned 14,015 shares
			Strategy Department, Personnel and General Affairs Department, and diversity promotion) (incumbent)	
	capacity as Manag Mr. Araga plays Management Plan pursuing regional We have again no	en performing the ging Director since a central role as w the also contribu- vitalization and h minated Mr. Arag	te for Director) function of overseeing and supervising our overall e March 2020. As officer in charge of business adm we move towards achieving our long-term vision at tes to enhancing our corporate value in various ways ealth-centric business management under our found a as a candidate for Director as we think he will furt porate value for the Group in the future.	inistration units, and the Mid-term s such as through ding philosophy.

Candidate No.	Name (Date of birth)	Brief profile, position and responsibility, and significant concurrent positions		Number of the Company's shares owned	
4	Nobuhiro Uejima (August 4, 1959) Reelection	November 1986 April 2008 October 2012 March 2015 March 2016 March 2018	Joined the Company Director & General Manager, SHI-HO Screw Industrial Co., Ltd. Chairman of the Board, Nitto Precision Screw Industrial (Zhejiang) Co., Ltd. General Manager, Quality Control Department, Fastener Division, the Company Director Deputy General Manager, Fastener Division General Manager, Manufacturing Department Director General Manager, Fastener Division General Manager, Fastener Division General Manager, Fastener Division General Manager, Control Department Director In charge of branch administration unit Branch Manager, Tokyo Branch	13,360 shares	
		March 2019	Director and Corporate Officer In charge of branch administration unit Branch Manager, Tokyo Branch (incumbent)		
	(Reasons for nominating as candidate for Director) Mr. Uejima, in addition to helping to enhance labor productivity at administration units as officer in charge of branch administration units, exercises leadership in running branches in a manner that swiftly responds to changes in the operation environment with excellent crisis control skill. As a top manager of an overseas group company, he has performed the function of overseeing and supervising overall operations. We have again nominated Mr. Uejima as a candidate for Director as we think he will further contribute to sustained growth and enhanced corporate value for the Group in the future.				

Candidate No.	Name (Date of birth)		ef profile, position and responsibility, and significant concurrent positions	Number of the Company's shares owned
		October 1989 April 2011	Joined the Company General Manager, Manufacturing Department, Control System Division	
		October 2014	General Manager, Production Engineering Department	
	Shigehiro Yamazoe (February 15,	March 2017	Director General Manager, Control System Division General Manager, Production Engineering Department	10,226 shares
5	1960) Reelection	March 2019	Director and Corporate Officer General Manager, Control System Division General Manager, Production Engineering Department	
		March 2020	Director and Corporate Officer General Manager, Control System Division In charge of production engineering unit (incumbent)	
	Mr. Yamazoe w overseas operation Division. As an environment com nominated Mr. Y	ons by leveraging officer in charge trol activities towa amazoe as a candi	grow demand through new product development extensive experience and broad knowledge at the of production engineering units, he exercises lea rds improving the regional and global environments date for Director as we think he will further contrib- te for the Group in the future.	Control System dership for our . We have again
		April 1987 April 2015 March 2018	Joined the Company General Manager, Finance Department Director	
	Shinichi Matsumoto (October 16, 1964) Reelection	October 2018	General Manager, Finance Department Director In charge of finance unit	
6		March 2019	General Manager, Finance Department Director and Corporate Officer In charge of finance unit General Manager, Finance Department	7,719 shares
0		March 2020	Director and Corporate Officer In charge of finance unit and audit unit (incumbent)	
	As an officer in Company on both the operations of finance. We have	the external infor the Group from a f again nominated l		so contributes to accounting and

Candidate No.	Name (Date of birth)		f profile, position and responsibility, nd significant concurrent positions	Number of the Company's shares owned
	Mitsuru Shiomi (July 29, 1962) Reelection	April 1989 July 2002 October 2006 April 2007	Joined the Company Resigned from the Company Registered as a practicing attorney (Kyoto Bar Association) (incumbent) Established Shiomi Law Office (Kyoto City) Relocated Shiomi Law Office (Fukuchiyama City) (current)	13,725 shares
7	Outside Independent	March 2016 May 2019 October 2019	Outside Director, the Company (incumbent) Audit & Supervisory Board Member, SATO, Inc. (incumbent) Director, social welfare corporation	
	Mr. Shiomi is equ on corporate legal	ipped with advance affairs. Also, he ha	Kuushinfukushikai (incumbent) e for Outside Director) ed specialized knowledge as lawyer and gives us ap as provided independent oversight on the managem e, we have nominated Mr. Shiomi as a candidate for	ent and business
8	Kazuyuki Hirao (May 29, 1951) Reelection Outside Independent	August 1998 December 2006 January 2013 July 2014 March 2017 April 2017 April 2017 June 2017 April 2018	Professor, Department of Material Chemistry, Graduate School of Engineering, Kyoto University President, Kyoto City Innovation Center President, Nanotechnology Hub, Kyoto University Chairman, Kyoto Green Chemical Network (incumbent) Outside Director, the Company (incumbent) Professor Emeritus and Specially Appointed Professor, Kyoto University (incumbent) President, Advanced Chemical Technology Center in Kyoto (incumbent) President, The Ceramic Society of Japan President, Kyoto Katsura Innovation Center (incumbent)	2,127 shares
	Mr. Hirao gives u head of many org directly involved i oversight on the r	s appropriate advice anizations and exte n corporate operation nanagement and bu	e for Outside Director) e on technology development and innovation. He h ensive knowledge as university professor although ons expect for as outside director. Also, he has provi usiness execution of the Company. Therefore, we Director for re-election.	he has not been ided independent

Candidate No.	Name (Date of birth)		f profile, position and responsibility, nd significant concurrent positions	Number of the Company's shares owned	
9	Konomi Katsumi (September 10, 1964) Reelection Outside Independent	January 2000 January 2000 September 2005 April 2007 April 2007 April 2008 March 2019 July 2019	Registered as a Labor and Social Security Attorney (Osaka Association of Labor and Social Security Attorneys) Established Katsumi Labor and Social Security Attorney Office (incumbent) Founder and President, Three by Three Industrial Counselor (certified by the Association of Industrial Counselors) (incumbent) Registered as a Specified Labor and Social Security Attorney (SR-KYOTO Association) (incumbent) Career consultant (incumbent) Outside Director, the Company (incumbent) Representative Director, Three by Three Co., Ltd. (incumbent)	215 shares	
	(Reasons for nominating as candidate for Outside Director) Ms. Katsumi, providing human capital consulting incorporating mental health and work-life balance perspectives as corporate business strategy elements, gives us appropriate advice towards vitalizing human resources as aimed for by the Company. Also, she has provided independent oversight on the management and business execution of the Company. Therefore, we have nominated Ms. Katsumi as a candidate for Outside Director for re-election.				

Notes:

- 1. There are no special conflicts of interest between each of the candidates and the Company.
- 2. Mr. Mitsuru Shiomi, Mr. Kazuyuki Hirao, and Ms. Konomi Katsumi are the candidates for Outside Director.
- 3. Mr. Mitsuru Shiomi's term in office as Outside Director of the Company will be five years at the conclusion of the Annual Meeting of Shareholders.
- 4. Mr. Kazuyuki Hirao's term in office as Outside Director of the Company will be four years at the conclusion of the Annual Meeting of Shareholders.
- 5. Ms. Konomi Katsumi's term in office as Outside Director of the Company will be two years at the conclusion of the Annual Meeting of Shareholders.
- 6. Mr. Mitsuru Shiomi served the Company as an employee in the past but satisfies the independence criteria stipulated by the Tokyo Stock Exchange in addition to requirements for an outside director prescribed by the Companies Act. If Mr. Shiomi is re-elected, the Company will continue to designate him as an independent officer and file the designation with the Exchange.
- 7. Mr. Kazuyuki Hirao and Ms. Konomi Katsumi satisfy the independence criteria stipulated by the Tokyo Stock Exchange in addition to requirements for an outside director prescribed by the Companies Act. If they are reelected, the Company will continue to designate them as independent officers and file the designation with the Exchange.
- 8. Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has concluded an agreement with each of Mr. Mitsuru Shiomi, Mr. Kazuyuki Hirao, and Ms. Konomi Katsumi to limit their liability under Article 423, Paragraph 1 of the Act. The Company will continue the agreement in the event they are re-elected. The amount of liability under the agreement shall be limited to the minimum amount provided for by laws and regulations.
- 9. The Company has concluded with an insurance company a director liability insurance agreement as stipulated in Article 430-3, Paragraph 1 of the Companies Act, and the insurance agreement is intended to indemnify for legal damage liability and litigation expenses to be incurred by an insured entity. If the nominees are re-elected, they will be included in the insured entities under the insurance agreement. The next renewal will be done without alteration.

Item No. 4: Election of One (1) Auditor

As Mr. Yoshikuni Otsuka, Auditor will resign at the conclusion of the Annual Meeting of Shareholders, the Company requests the election of one (1) Auditor.

With regard to this agenda item, the consent of the Board of Auditors has been obtained.

The candidate for Auditor is as follows.

Name (Date of birth)	Brief p	Brief profile, position, and significant concurrent positions				
	April 1984	Joined the Company				
Akira Kitatani	October 2005	General Manager, Planning Department				
(December 25,	October 2011	General Manager, Planning Department				
1960)		General Manager, Internal Control Promotion Department	14,195 shares			
	October 2014	Branch Manager, Tokyo Brach				
New candidate	April 2018	Branch Manager, Osaka Branch				
	March 2020	General Manager, Audit Department (incumbent)				
(Reasons for nom	(Reasons for nominating as candidate for Auditor)					

Mr. Kitatani has been contributing to strengthening governance at the Group with a strong sense of ethics. We have nominated Mr. Kitatani as a candidate for Auditor as we think he will appropriately perform audit and supervision duties at the Company due to being equipped with much knowledge in finance and accounting.

Notes:

1. Mr. Akira Kitatani is a candidate for an initial term of office.

2. There are no special conflicts of interest between Mr. Akira Kitatani and the Company.

3. The Company has concluded with an insurance company a director liability insurance agreement as stipulated in Article 430-3, Paragraph 1 of the Companies Act, and the insurance agreement is intended to indemnify for legal damage liability and litigation expenses to be incurred by an insured entity. If Mr. Akira Kitatani is elected, he will be included in the insured entities under the insurance agreement. The next renewal will be done without alteration.

Item No. 5: Election of One (1) Substitute Auditor

As the election of a Substitute Auditor will go out of effect at the start of the Annual Meeting of Shareholders, the Company proposes electing Mr. Hiroto Shikata as a Substitute Auditor for Mr. Katsuhiko Mizoguchi, Outside Auditor and Mr. Hirokazu Tagano, Outside Auditor in case the number of Outside Auditors falls short of what is stipulated in law.

With regard to this agenda item, the consent of the Board of Auditors has been obtained.

The candidate for Substitute Auditor is as follows.

Name (Date of birth)	Brief profile, position, and significant concurrent positions		Number of the Company's shares owned
	April 1995	Registered as Registered Management Consultant (Kyoto Small and Medium Enterprise Management Consultant Association) (incumbent)	
	June 2006	Registered as Certified Public Accountant (The Japanese Institute of Certified Public Accountants, Keijikai) (incumbent)	
Hiroto Shikata (July 27, 1968)	November 2007	Registered as Certified Public Tax Accountant (Kinki Certified Public Tax Accountants' Association) (incumbent)	0 shares
Outside Independent	June 2009	Executive Director, Kyoto Small and Medium Enterprise Management Consultant Association (incumbent)	0 5114105
	July 2011	Established MHC Advisory Service Co., Ltd. President (incumbent)	
	July 2017	Established MHC Tax co. President (incumbent)	
	June 2019	Vice Chairman, The Japanese Institute of Certified Public Accountants, Keijikai) (incumbent)	
(Reasons for nominating as candidate for Substitute Outside Auditor)			

As a Certified Public Accountant and Certified Public Tax Accountant, Mr. Shikata is equipped with advanced specialized knowledge in corporate accounting and tax affairs. We have nominated Mr. Shikata as a candidate for Substitute Outside Auditor as we think he will utilize such knowledge for enhancing the soundness and transparency of audit duties at the Company.

Notes:

- 1. There are no special conflicts of interest between Mr. Hiroto Shikata and the Company.
- 2. Mr. Hiroto Shikata is the candidate for Substitute Outside Auditor.
- 3. Mr. Hiroto Shikata satisfies the independence criteria stipulated by the Tokyo Stock Exchange in addition to requirements for an outside auditor prescribed by the Companies Act. If he is elected and assumes the office, the Company will designate him as an independent officer and file the designation with the Exchange.
- 4. In the event Mr. Hiroto Shikata is elected and assumes the office, the Company will conclude an agreement with him to limit his liability under Article 423, Paragraph 1 of the Act pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act. The amount of liability under the agreement shall be limited to the minimum amount provided for by laws and regulations.
- 5. The Company has concluded with an insurance company a director liability insurance agreement as stipulated in Article 430-3, Paragraph 1 of the Companies Act, and the insurance agreement is intended to indemnify for legal damage liability and litigation expenses to be incurred by an insured entity. If Mr. Hiroto Shikata is elected and assumes the office of Outside Auditor, he will be included in the insured entities under the insurance agreement. The next renewal will be done without alteration.