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(Stock Exchange Code 6651) June 7, 2021

To Shareholders with Voting Rights:

Toru Kurono President NITTO KOGYO CORPORATION 2201 Kanihara, Nagakute-shi, Aichi

NOTICE OF THE 73RD ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

Please be informed that the 73rd Annual General Meeting of Shareholders of NITTO KOGYO CORPORATION (the "Company") will be held for the purposes as described below.

In order to prevent the spread of COVID-19, we ask that you refrain from attending this year's Annual General Meeting and exercise your voting rights in writing or via the Internet in advance. Please review the attached Reference Documents for the General Meeting of Shareholders, indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form, and return it so that it is received by 5:00 p.m. on Monday, June 28, 2021, Japan time, or exercise your voting rights via the Internet by the above deadline.

For details, please see the "Guide to Voting Rights Exercise Methods" on page 3.

1. Date and Time: Tuesday, June 29, 2021 at 10:00 a.m. Japan time

(The reception will begin at 9:00 a.m.)

2. Place: Conference room at the Corporate Headquarters located at

2201 Kanihara, Nagakute-shi, Aichi

* Please note that in case the above conference room is full, we may guide you to the second conference room.

3. Meeting Agenda:

Matters to be reported: 1. The Business Report, Consolidated Financial Statements for the Company's

73rd Fiscal Year (April 1, 2020 - March 31, 2021) and results of audits by the Accounting Auditor and the Audit & Supervisory Committee of the

Consolidated Financial Statements

2. Non-consolidated Financial Statements for the Company's 73rd Fiscal Year (April 1, 2020 - March 31, 2021)

Proposals to be resolved:

Proposal 1: Appropriation of Surplus

Proposal 2: Election of 6 Directors (excluding Audit & Supervisory Committee Members)
Proposal 3: Election of 2 Directors Concurrently Serving as Audit & Supervisory Committee

Members

- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- The meeting will be held in light attire ("Cool biz").
- Of the documents to be included in this Notice of the Annual General Meeting of Shareholders pursuant to laws and regulations and provisions of Article 16 of the Articles of Incorporation, Notes to the Consolidated Financial Statements and Notes to the Non-consolidated Financial Statements are posted on our website (https://www.nito.co.jp/IR/). Therefore they are not included in the documents accompanying this Notice. Additionally, the Consolidated Financial Statements and the Non-consolidated Financial Statements in the documents accompanying this Notice are parts of the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by the Accounting Auditor and the Audit & Supervisory Committee of the Consolidated Financial Statements when they prepared the accounting audit report and the audit report, respectively.
- If the Reference Documents for the General Meeting of Shareholders, Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements are revised, the revisions will be posted on the Company's website (https://www.nito.co.jp/IR/).

Our response associated with COVID-19 infection risk

- In order to prevent the infection and its spread, we ask that you exercise your voting rights in writing (via postal mail) or via the Internet in advance and refrain from attending this year's Annual General Meeting. A video of the reports and resolutions made on the day of this year's Annual General Meeting of Shareholders will be posted on the Company's website (https://www.nito.co.jp/IR/) at a later date.
- At the venue of this year's Annual General Meeting of Shareholders, the Company will take measures to prevent the infection and its spread. Such measures include setting alcohol disinfectants and having our operation staff members wear face masks. We would also like to ask shareholders who visit the venue to take their temperature and wear a mask.
- At the venue of this year's Annual General Meeting of Shareholders, the Company is considering of
 arranging spaces between the seats, and is therefore expecting to decrease the number of seats available to
 shareholders compared to the previous years. In case the seats are full, we may guide you to another
 conference room in the same building. We would appreciate for your understanding.
- If you are seen feeling unwell, our staff may ask you to refrain from entering the conference room.
- Starting this year, we will no longer provide souvenirs to shareholders attending the General Meeting of Shareholders.
- The invitation to the "PLAZA NEXTA" product showroom, which is held every year, will be cancelled from the perspective of preventing the infection and its spread.
- In case there will be a major change to the operation of the General Meeting of Shareholders depending on the future situations, the updates will be posted on the Company's website (https://www.nito.co.jp/IR/) (available in Japanese).

Guide to Voting Rights Exercise Methods

If you are attending the General Meeting of Shareholders

Date and time of the General Meeting of Shareholders: Tuesday, June 29, 2021 at 10:00 a.m. Japan time <The reception will begin at 9:00 a.m.>

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

Additionally, the Company requests you to bring this document as reference material.

* Exercise of voting rights via proxy is limited to entrustment to 1 shareholder who holds voting rights. Furthermore, written documentation will be required to certify proxy rights.

If you are not attending the General Meeting of Shareholders

Exercise via postal mail

Exercise deadline: Arrival by Monday, June 28, 2021 at 5:00 p.m. Japan time

Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it so that it arrives by the exercise deadline.

Exercise via the Internet, etc.

Exercise deadline: Exercise by Monday, June 28, 2021 at 5:00 p.m. Japan time

Please access the voting rights exercise website and indicate your vote for or against the proposals by the exercise deadline.

[Voting rights exercise website] https://soukai.mizuho-tb.co.jp/

* The website may not be used depending on the Internet environment, the Internet access service and the mobile phone model.

To Institutional Investors

The Company participates in the Voting Rights Exercise Platform (for institutional investors) operated by ICJ, Inc.

- If voting rights are exercised both via mailing of the Voting Rights Exercise Form and the Internet, the voting rights exercised via the Internet shall be deemed valid.
- If voting rights are cast multiple times via the Internet, the most recent exercise shall be deemed valid.
- The password (including the ones you changed) is only valid at this General Meeting of Shareholders. The Company will issue a new password at the next General Meeting of Shareholders.
- The shareholders are requested to bear the fees for connecting with the provider and telecommunication costs for accessing to the voting rights exercise website.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The Company positions the return of profits to shareholders as an important management policy, and while comprehensively considering the consolidated dividend payout ratio and the ratio of the consolidated dividends to net assets with continued stable dividends as a basic principle, implements the distribution of results.

Based on the above policy, the Company proposes year-end dividends of 46 yen per share for the fiscal year under review.

As a result, annual dividends including interim dividends (20 yen per share) will be 66 yen per share.

- (1) Type of dividend property Cash
- (2) Matters regarding distribution of dividend property for shareholders and total amount The Company proposes 46 yen per common share of the Company. Additionally, in this case, the total dividend amount will be 1,864,441,226 yen.
- (3) Effective date for distribution of surplus June 30, 2021

Proposal 2: Election of 6 Directors (excluding Audit & Supervisory Committee Members)

The terms of office of all 7 Directors (excluding Audit & Supervisory Committee Members; the same applies within this Proposal) will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, in order to enable flexible decision-making by the Board of Directors, it is proposed that the number of Directors be reduced by 1 and 6 Directors be elected.

Additionally, the Audit & Supervisory Committee believes that each of the candidates, who were nominated by the Board of Directors upon receiving the reports by the Nomination and Compensation Committee, is adequate to serve as a Director of the Company after examination based on the nomination policies, etc.

The candidates for Director are as follows:

No.	Name		Current positions at the Company
1	T 1' IZ 4	Reappointment	Chairman & CEO
1	Tokio Kato	Male	(Chairman of the Board of Directors and Chief Executive Officer) (Representative Director)
2	Toru Kurono	Reappointment	President and COO
2	Toru Kurono	Male	(Chief Operating Officer) (Representative Director)
3	Motoo Ochiai	Reappointment Male	Senior Managing Director
4	Koichiro Sato	Reappointment Male	Director
5	Akitaka Tejima	Reappointment Male	Director
6	Hiroshi Minoura	New appointment Male	Executive Officer

(Underlines indicate current positions, responsibilities, and significant concurrent positions)

No.	Name (Date of birth)	Past experienc	e, positions, responsibilities, cant concurrent positions	Number of shares of the Company held
1	Tokio Kato (June 10, 1953) Reappointment	August 1987 Director of the March 1992 Deputy Genera July 1998 Deputy Genera June 2003 Managing Dire Deputy Genera Company June 2005 President of the June 2008 Chairman & CI April 2019 Chairman & CI Chairman & CI Chairman & CI Chairman & CI	er, Accounting Department of the Company Company I Manager, Production Division of the Company I Manager, Sales Division of the Company ctor of the Company I Manager, Business Management Division of the	12,860
		divisions and a wealth of experie	te for Director] ce in areas such as sales, production, and corporence as a manager, Mr. Tokio Kato is appropriate the Company's management, and the Company	ately performing

No.	Name (Date of birth)		Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	Toru Kurono (March 2, 1959) Reappointment	April 1981 March 2002 March 2005 June 2008 March 2009 June 2009 June 2011 June 2014 June 2016 April 2019	Joined the Company General Manager, Development Department I of the Company General Manager, Device Production Department of the Company General Manager responsible for Corporate Planning Office of the Company Deputy General Manager, MA Development Division and General Manager, Technical Center of the Company Executive Officer of the Company General Manager, MA Development Division of the Company Director of the Company Managing Director of the Company Responsible for Overseas Division of the Company Responsible for Development Division of the Company Responsible for Technical Center Vice President and COO of the Company Responsible for Business Management Division of the Company Responsible for Production Division of the Company Responsible for Business Planning Office Responsible for EV Infrastructure Business Office President and COO (Chief Operating Officer) of the Company Responsible for Corporate Planning Administration Division of the Company Responsible for Public Relations Office	16,071
			ection as a candidate for Director] ralth of operational experience in areas such as production, developm	ent and overseas
		divisions, Mr.	Foru Kurono is appropriately performing decision-making and sunagement, and the Company thus requests his continued election as D	pervision of the

	Name		Past experience, positions, responsibilities,	Number of
No.	(Date of birth)	and significant concurrent positions		shares of the
	(Date of offili)			Company held
		April 1981	Joined the Company	
		March 2006	General Manager, Development Department II of the Company	
		March 2010	General Manager, Machinery & Materials Division of the	
			Company	
		June 2011	Executive Officer of the Company	
		June 2012	Plant Manager, Kikugawa Plant of the Company	
		June 2013	General Manager, Development Division of the Company	
		June 2014	Director of the Company	
			Responsible for Development Division of the Company	
			Responsible for Technical Center	
		June 2016	Responsible for Production Division of the Company	
	Motoo Ochiai		Responsible for Quality Assurance Office	
			Responsible for Environment Equipment Office	8,502
		April 2017	Responsible for Equipment Department of the Company	
3	(January 1, 1959)		General Manager, Production Division of the Company	
	Reappointment	April 2018	Responsible for Equipment Environment Office of the Company	
		April 2020	Managing Director of the Company	
			Responsible for Business Planning Administration Division of	
			the Company	
			Responsible for Development Division	
			Responsible for Overseas Division	
			Responsible for EV Infrastructure Business Office	
		April 2021	Senior Managing Director of the Company	
			General Manager, Business Planning Administration Division of	
			the Company	
			ction as a candidate for Director]	
			lth of operational experience in areas such as production and develo	
			ai is appropriately performing decision-making and supervision of	the Company's
		management, and	the Company thus requests his continued election as Director.	

No.	Name (Date of birth)		Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
4	Koichiro Sato (July 8, 1963) Reappointment	July 1992 March 2009 March 2011 October 2014 June 2016 April 2019 June 2020	Joined the Company General Manager, Chu-Shikoku Sales Division of the Company General Manager, Chubu Sales Division of the Company Director of Taiyo Electric Mfg. Co., Ltd. Representative Director and President of Taiyo Electric Mfg. Co., Ltd. Executive Officer of the Company General Manager, Sales Division of the Company Director of the Company Responsible for Sales Division of the Company	4,475
		Based on his wea	ction as a candidate for Director] alth of operational experience in sales area and an experience as Company, Mr. Koichiro Sato is appropriately performing decise Company's management, and the Company thus requests his cont	sion-making and

No.	Name (Date of birth)		Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	Akitaka Tejima (October 20, 1964) Reappointment	April 1988 March 2010 June 2011 March 2015 June 2017 April 2019 June 2020	Joined the Company General Manager, Human Resources Department of the Company General Manager, Accounting Department of the Company Managing Director of SunTelephone Co., Ltd. Senior Managing Director of SunTelephone Co., Ltd. Executive Officer of the Company General Manager, Business Management Division of the Company Director of the Company Responsible for Quality Management Department of the Company Responsible for Business Management Division Responsible for Internal Control Office	4,487
		Based on his weal a director at a s	ction as a candidate for Director] th of operational experience in a business management division and subsidiary of the Company, Mr. Akitaka Tejima is appropria and supervision of the Company's management, and the Company as Director.	tely performing

No.	Name (Date of birth)		Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
6	Hiroshi Minoura (July 16, 1961) New appointment	April 1984 March 2009 March 2012 March 2015 March 2016 April 2018	Joined the Company General Manager, IT Development Department of the Company General Manager, Machinery & Materials Development Department of the Company General Manager, IT Machinery & Materials Development Department of the Company Plant Manager, Tochigi Nogi Plant of the Company Executive Officer of the Company General Manager, Development Division of the Company	1,578
		Based on his wear Mr. Hiroshi Mine	ction as a candidate for Director] Ith of operational experience in areas such as production and developura is qualified to appropriately perform decision-making and sugement, and the Company thus requests his election as Director.	

(Notes)

- 1. There are no special interests between each candidate and the Company.
- 2. The Company has entered into a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The contract covers damages that the insured may incur as a result of being held liable for the execution of their duties or receiving a claim related to the pursuit of such liability. In the case that the election of each candidate is originally approved as proposed at this year's Annual General Meeting of Shareholders, each candidate will be included as an insured under the said contract. The contract will be renewed with the same contents during the term of office.

Proposal 3: Election of 2 Directors Concurrently Serving as Audit & Supervisory Committee Members

The terms of office of 2 Directors concurrently serving as Audit & Supervisory Committee Members Tetsuo Morimi and Miyuki Nakagawa will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, the election of 2 Directors concurrently serving as Audit & Supervisory Committee Members is proposed.

Submission of this proposal has received the approval of the Audit & Supervisory Committee.

The candidates for Director concurrently serving as Audit & Supervisory Committee Member are as follows:

No.	Na	me	Current positions at the Company	Attendance at Board of Directors' meetings	Attendance at Audit & Supervisory Committee meetings
1	Kazufumi Suehiro	New appointment Male	Executive Officer	-	-
2	Miyuki Nakagawa	Reappointment Outside Independent Female	Director (concurrently serving as Audit & Supervising Committee Member)	100% (16 out of 16)	100% (16 out of 16)

(Underlines indicate current positions, responsibilities, and significant concurrent positions)

No.	Name (Date of birth)	(Chacrimes in	Past experience, positions, responsibilities, and significant concurrent positions		
1	Kazufumi Suehiro (February 4, 1963) New appointment	April 1986 March 2008 March 2013 March 2015 January 2019 April 2019 April 2021	Joined the Company General Manager, Materials Development Department of the Company General Manager, Production Planning Department and General Manager, Customer Service Office of the Company General Manager, Machinery & Materials Development Department of the Company General Manager, Assistant to President of Taiyo Electric Mfg. Co., Ltd. Representative Director and President of Taiyo Electric Mfg. Co., Ltd. Executive Officer of the Company General Manager responsible for Business Management Division of the Company		
		Committee Mem Based on his wea Company and a knowledge in fir enhancement of	lection as a candidate for Director concurrently serving as Audit liber] alth of operational experience in areas such as sales and development in experience as a manager at a subsidiary of the Company as whance and accounting, Mr. Kazufumi Suehiro is expected to contribute sound and appropriate decision-making processes and transparency by thus requests his election as Director concurrently serving as Audit	t divisions of the rell as sufficient at to the further at the Company,	

	Name		Past experience, positions, responsibilities,	Number of
No.		and significant concurrent positions		shares of the
	(Date of offin)			Company held
2	Miyuki Nakagawa (November 22, 1964) Reappointment Outside Independent	April 1990 Public Prosecutor at Tokyo District Public Prosecutors Office April 2008 Counsellor, Judicial System Department of Minister's Secretariat, Ministry of Justice January 2011 Counsellor, Cabinet Secretariat, Assistant Chief Cabinet Secretary Office April 2013 Public Prosecutor, Tokyo High Public Prosecutors Office August 2013 Director General, General Affairs Department, Saitama District Public Prosecutors Office April 2015 Specially Appointed Professor at Chuo Law School, Chuo University (Appointed Public Prosecutor) March 2019 Attorney at Law and Professor at Chuo Law School, Chuo University June 2019 Outside Director of the Company (concurrently serving as Audit & Supervisory Committee Member) (Significant concurrent positions) Attorney at Law and Professor at Chuo Law School, Chuo University		243
		Attorney at Law and Professor at Chuo Law School, Chuo University Outside Director of Nissan Chemical Corporation (scheduled to be appointed in June 2021) Outside Audit & Supervisory Board Member of FANCL CORPORATION (scheduled to be appointed in June 2021) [Reasons for selection as a candidate for Outside Director concurrently servin Supervisory Committee Member and outline of expected roles] Based on her many years of practical experience in the legal community, Ms. Miyul providing advice and appropriately performing supervision of the Company's manage advanced and professional viewpoint, and thus the Company requests her continu Director concurrently serving as Audit & Supervisory Committee Member. Althou experience of direct involvement in corporate management in the past, for the reason the Company judges that she will be able to appropriately perform her duties as O concurrently serving as Audit & Supervisory Committee Member. Furthermore, the term of office of Ms. Miyuki Nakagawa as Outside Director concurrently audit & Supervisory Committee Member of the Company will be 2 years as of the conyear's Annual General Meeting of Shareholders.		ng as Audit & aki Nakagawa is gement from her nued election as bugh she has no ons stated above, Dutside Director rently serving as

(Notes)

- 1. There are no special interests between each candidate and the Company.
- 2. In the case that the election of Mr. Kazufumi Suehiro is approved as originally proposed at this year's Annual General Meeting of Shareholders, he will become a non-executive Director. In this case, the Company plans to enter into an agreement with him to limit his liability for damages under Article 423, Paragraph 1 of the Companies Act in accordance with the provisions of Article 427, Paragraph 1 of the same act. The limit of liability for damages under the said contract is the amount stipulated by laws and regulations.
- 3. The Company has entered into a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The contract covers damages that the insured may incur as a result of being held liable for the execution of their duties or receiving a claim related to the pursuit of such liability. In the case that the election of Mr. Kazufumi Suehiro is approved as originally proposed at this year's Annual General Meeting of Shareholders, he will be included as an insured under the said contract. The contract will be renewed with the same contents during the term of office.
- 4. Matters concerning candidates for Outside Director are as follows.
 - (1) The Company has entered into a liability limitation agreement with Ms. Miyuki Nakagawa, which has the same contents as above. In the case that her election is approved as originally proposed at this year's Annual General Meeting of Shareholders, the Company intends to continue the said agreement.
 - (2) In the case that the election of Ms. Miyuki Nakagawa is approved as originally proposed at this year's Annual General Meeting of Shareholders, she will be included as an insured under a directors and officers liability insurance contract, which has the same contents as above. The contract will be renewed with the same contents during the term of office.
 - (3) The Company has submitted Ms. Miyuki Nakagawa as Independent Director/Auditor to the Tokyo Stock Exchange, Inc. and the Nagoya Stock Exchange, Inc. (hereinafter collectively the "Exchanges"). In addition, in the case that her election is approved as originally proposed, she is scheduled to be Independent Director/Auditor. Furthermore, she also satisfies the conditions of the "Standards for Determining Independence of Independent Outside Directors and Nature" (details are contained below) as defined by the Company.

Standards for Determining Independence of Independent Outside Directors and Nature

In addition to criteria for Outside Directors stipulated by the Companies Act and independence standards stipulated by the Exchanges, the Company appoints candidates for Independent Outside Director based on the Company's unique standards for determining independence shown below.

The content is as follows.

- ① The person is not an executor of business (*) at a major transaction partner at which the annual amount of transactions between it and the Company composes more than 2% of the consolidated net sales of that company (primarily sales contacts).
- The person is not an executor of business at a major transaction partner at which the annual amount of transactions between it and the Company composes more than 2% of the consolidated net sales of the Company (primarily suppliers).
- The person does not receive cash in excess of 10.00 million yen per annum, excluding executive remuneration, from the Company (for organizations, an amount greater than or equal to 2% of the total revenue of said organization), and is not a person providing specialist services that receive other property, including consultants, accounting specialists, or legal specialists. (For organizations, the person is not an executor of business at said organization.)
- 4 The person is not a major shareholder that holds over 10% of the total voting rights of the Company, or if said shareholder is a corporation, not an executor of business at said corporation.
- ⑤ None of the items in ① to ④ above applied to the person within the past 5 years.
- 6 The term of office as Outside Director and Outside Auditor has not exceeded 8 years in total.

Furthermore, even in a case where any of ① to ⑥ above apply, if it is judged that said person possesses independence due to other reasons, such reasons will be explained at the time the person is selected as a candidate for Outside Director.

* Business executors are Directors involved in the execution of business, Executives, Executive Officers, and employees that are General Managers or in higher levels of management.