

## Questions and Answers

Date: December 23, 2024 (Mon) 11:00-12:00 (Japan time)

Place: PROTO CORPORATION HEAD OFFICE, Nagoya, Japan (WEB distribution)

Speaker: Mr. Kenji Kamiya, President

Mr. Takehito Suzuki, Executive Officer

Mr. Hideki Kawai, Accounting and Finance Department

Ms. Risa Nakae, Accounting and Finance Department

※The following is the content of the main questions and answers at the financial results briefing.

Some parts have been added and corrected for making them more understandable.

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### • Regarding the formulation of measures to prevent a recurrence

Q. I want to know how you, as the company president, are involved in reforming and renewing the company culture.

A. We have been working to improve the company culture and the working environment for our employees, and we want to continue to make improvements in the future. Also, we have been taking on challenges for some time now, so we want to continue to deepen and share the good aspects we have cultivated so far with all employees, so that we do not lose the important aspects of the company.

Q. It says that you send a message to your employees, but I would like to know what kind of message you have sent or are planning to send in the future.

A. In order to ensure that recurrence prevention measures are thoroughly implemented, we are asking for a correct understanding of recurrence prevention measures and appropriate action in the future. We are also asking that if there are any suspicious points, please speak up and use the internal reporting system or consult with your supervisor.

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