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(Securities code: 7283)

May 27, 2026

(Start date of electronic provision measures: May 21, 2026)

To Shareholders with Voting Rights:

Toru Nakane
Representative Director
AISAN INDUSTRY CO., LTD.
1-1-1 Kyowa-Cho, Obu, Aichi, Japan

Notice of the 124th Ordinary General Meeting of Shareholders

Dear Shareholders,

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

The 124th Ordinary General Meeting of Shareholders (the “Meeting”) of Aisan Industry Co., Ltd. (the “Company”) will be held for the purposes as described below.

When convening this general meeting of shareholders, the Company has taken measures for providing information in electronic format (the “electronic provision measures”) and has posted matters subject to the electronic provision measures under the title of “Notice of the 124th Ordinary General Meeting of Shareholders” on the following website.

[The Company website]

<https://www.aisan-ind.co.jp/en/ir/stock/meeting.html>

In addition to the above, the Company also has posted this information on the website shown below.

[The TSE website (Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Please access the TSE website above, enter or search our “Company name” or “Code,” and select “Basic information” and “Documents for public inspection/PR information” in this order.

If you are unable to attend the meeting, 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. Japan time on Monday, June 15, 2026.

- 1. Date and Time:** Tuesday, June 16, 2026 at 10:00 a.m. Japan time
(Reception opens at 9:00 a.m.)
- 2. Place:** The Main Building of the Company located at 1-1-1 Kyowa-cho, Obu, Aichi, Japan
- 3. Meeting Agenda:**
 - Matters to be reported:**
 1. Business Report, Consolidated and Non-consolidated Financial Statements for the Company’s 124th Fiscal Year (April 1, 2025–March 31, 2026)
 2. Results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
 - Proposals to be resolved:**
 - Proposal No. 1:** Election of Ten (10) Directors
 - Proposal No. 2:** Election of Three (3) Audit & Supervisory Board Members

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal No. 1: Election of Ten (10) Directors

The terms of office of all ten (10) incumbent Directors will expire at the conclusion of the Meeting. Accordingly, the Company proposes to elect ten (10) Directors.

The candidates for Directors are as follows:

No.		Name	Gender	Position
1	[New Appointment]	Takami Kato	Male	President and Senior Executive Officer
2	[Reappointment]	Toru Nakane	Male	Executive Vice President, Executive Vice President and Senior Executive Officer
3	[New Appointment]	Yoshiki Ito	Male	Senior Executive Officer
4	[New Appointment]	Kazuhiro Fukuoka	Male	Senior Executive Officer
5	[New Appointment]	Hiroshi Hibino	Male	Senior Executive Officer
6	[Reappointment]	Takashi Uehara	Male	Director
7	[Reappointment]	Naoshi Takayama	Male	Director Outside Independent
8	[Reappointment]	Eiko Funabiki	Female	Director Outside Independent
9	[New Appointment]	Heiji Maruyama	Male	- Outside Independent
10	[New Appointment]	Akiko Asai	Female	- Outside Independent

No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of the Company's shares held
1	<p>Takami Kato (August 18, 1969)</p> <p><u>New Appointment</u></p> <p>Attendance at meetings of the Board of Directors —</p>	<p>April 1992 Joined Toyota Motor Corporation</p> <p>April 2018 General Manager, Purchasing Planning Division</p> <p>January 2021 General Manager, Supply Chain Strategy Division</p> <p>July 2022 Deputy Chief Officer, Purchasing Group</p> <p>June 2023 Audit & Supervisory Board Member, the Company</p> <p>January 2026 President and Senior Executive Officer (to present)</p> <p>[Responsibility] Chief Executive Officer, Chief Operating Officer</p> <p>[Reason for nomination as a candidate for Director] Mr. Takami Kato was engaged in the production engineering and production management divisions and the purchasing division and has experience working at overseas offices at Toyota Motor Corporation. At the Company, he has served as Outside Audit & Supervisory Board Member since 2023 and as President and Senior Executive Officer since January 2026. The Company has nominated him as a candidate for Director with the expectation that he will utilize this abundant experience and a wide range of knowledge for the management of the Company.</p>	0
2	<p>Toru Nakane (August 24, 1959)</p> <p><u>Reappointment</u></p> <p>Attendance at meetings of the Board of Directors 13 out of 13 (100%)</p>	<p>April 1980 Joined the Company</p> <p>June 2008 General Manager, Marketing & Sales Department I</p> <p>June 2010 Director</p> <p>June 2012 Executive Officer</p> <p>June 2013 Executive Officer, Member of the Board</p> <p>June 2014 Managing Executive Officer, Member of the Board</p> <p>June 2017 Senior Managing Executive Officer, Member of the Board</p> <p>June 2020 Executive Vice President; Vice President and Executive Officer</p> <p>April 2025 Executive Vice President, Executive Vice President and Senior Executive Officer (to present)</p> <p>[Responsibilities] Assistant to President, Senior Executive Officer in charge of administrative affairs and affiliated companies</p> <p>[Reason for nomination as a candidate for Director] Mr. Toru Nakane was engaged in the marketing & sales and corporate planning divisions at the Company. From 2010 onward, he served as Director, and from 2020, he has served as Executive Vice President. Thus, he has been involved in management for many years. The Company has nominated him as a candidate for Director with the expectation that he will utilize this abundant experience and a wide range of insights for the management of the Company.</p>	44,621

No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of the Company's shares held
3	Yoshiki Ito (January 13, 1968) <u>New Appointment</u> Attendance at meetings of the Board of Directors –	<p>April 1991 Joined the Company</p> <p>January 2015 General Manager, Product Development Dept. I</p> <p>April 2019 Executive Officer</p> <p>April 2025 Senior Executive Officer (to present)</p> <p>[Responsibilities] Head of Purchasing, in charge of technology</p> <p>[Reason for nomination as a candidate for Director] Mr. Yoshiki Ito was engaged in the technical management and purchasing divisions at the Company. From 2019 onward, he served as Executive Officer, and from 2025, he has served as Senior Executive Officer. The Company has nominated him as a candidate for Director with the expectation that he will utilize this abundant experience and a wide range of insights for the management of the Company.</p>	18,429
4	Kazuhiro Fukuoka (July 16, 1969) <u>New Appointment</u> Attendance at meetings of the Board of Directors –	<p>April 1994 Joined the Company</p> <p>June 2016 General Manager, Accounting & Finance Department</p> <p>January 2021 Chief Division Officer, Purchasing Division</p> <p>April 2022 Executive Officer</p> <p>January 2025 Executive Officer President, Aisan Autopartes Mexico, S.A. de C.V.</p> <p>October 2025 Senior Executive Officer (to present) President, Aisan Corporation of America</p> <p>[Responsibilities] Chief Financial Officer, Head of Accounting & Finance and Marketing & Sales</p> <p>[Reason for nomination as a candidate for Director] Mr. Kazuhiro Fukuoka was engaged in the accounting & finance, marketing & sales, and purchasing divisions and has experience working at overseas companies as management. From 2022 onward, he served as Executive Officer, and from 2025, he has served as Senior Executive Officer. The Company has nominated him as a candidate for Director with the expectation that he will utilize this abundant experience and a wide range of insights for the management of the Company.</p>	11,196

No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of the Company's shares held
5	Hiroshi Hibino (November 12, 1971) <u>New Appointment</u> Attendance at meetings of the Board of Directors -	<p>April 1994 Joined the Company</p> <p>January 2020 General Manager, Production Engineering Management Dept.</p> <p>January 2024 Chief Division Officer, Production Engineering Division</p> <p>April 2026 Senior Executive Officer (to present)</p> <p>[Responsibilities] Chief Risk Officer, Head of Corporate Strategy, DX & IT and Carbon Neutral Promotion</p> <p>[Reason for nomination as a candidate for Director] Mr. Hiroshi Hibino was engaged in the production engineering, purchasing, and corporate planning divisions. Since 2026, he has served as Senior Executive Officer. The Company has nominated him as a candidate for Director with the expectation that he will utilize this abundant experience and a wide range of insights for the management of the Company.</p>	2,700
6	Takashi Uehara (November 16, 1967) <u>Reappointment</u> Attendance at meetings of the Board of Directors 9 out of 11 (82%)	<p>April 1991 Joined Toyota Motor Corporation</p> <p>January 2017 Chief Engineer, Powertrain Product Planning Division</p> <p>July 2019 Chief Engineer, Powertrain System Development Field</p> <p>August 2021 Chief Project Leader, Powertrain Product Planning</p> <p>July 2023 President, Powertrain Company (to present)</p> <p>June 2025 Director, the Company (to present)</p> <p>[Significant concurrent position] President, Powertrain Company, Toyota Motor Corporation Representative Director, The Research Association of Automotive Internal Combustion Engines</p> <p>[Reason for nomination as a candidate for Director] Mr. Takashi Uehara was engaged mainly in the field of powertrain system development and is currently serving as President of Powertrain Company at Toyota Motor Corporation. At the Company, he has served as Director since 2025. The Company has nominated him as a candidate for Director with the expectation that he will utilize this abundant experience and a wide range of insights for providing advice on the business strategy.</p>	0

No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of the Company's shares held
7	<p>Naoshi Takayama (September 21, 1957)</p> <p><u>Reappointment</u> <u>Outside</u> <u>Independent</u></p> <p>Attendance at meetings of the Board of Directors 11 out of 11 (100%)</p>	<p>April 1981 Joined Makino Milling Machine Co., Ltd. December 2002 Joined Mori Seiki Co., Ltd. June 2007 Director June 2008 Senior Director September 2011 Executive Director April 2019 Senior Executive Officer April 2021 Executive Fellow January 2024 Joined Taiyo Koki Co., Ltd. (to present) June 2025 Director, the Company (to present)</p> <p>[Significant concurrent position] –</p> <p>[Reason for nomination as a candidate for Outside Director and overview of expected roles] Mr. Naoshi Takayama has experience in the production engineering and development divisions and the quality division in the manufacturing industry, and he also has many years of experience as a manager. At the Company, he has served as Outside Director since 2025. The Company has nominated him as a candidate for Outside Director with the expectation that he will utilize his abundant experience and a wide range of insights for strengthening the supervisory function mainly in business execution, providing fair and objective proposals and opinions on overall management, participating in the determination on appointment and compensation of executives, and providing advice on the production technology development, etc.</p>	0

No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of the Company's shares held
8	<p>Eiko Funabiki (August 3, 1963)</p> <p><u>Reappointment</u> <u>Outside</u> <u>Independent</u></p> <p>Attendance at meetings of the Board of Directors 11 out of 11 (100%)</p>	<p>April 1986 Joined Fujitsu Tokai System Engineering Co., Ltd. (currently Fujitsu Limited)</p> <p>December 1988 Joined Tokai Research & Consulting Inc. (currently Mitsubishi UFJ Research and Consulting Co., Ltd.)</p> <p>October 2016 General Manager, Human Resources & Organization Strategy Consulting Department, International Business Division, Nagoya Headquarters</p> <p>June 2018 Executive Officer, Unit Head of Nagoya Business Unit, Consulting Business Division</p> <p>April 2021 Executive Officer, Unit Head of Human Resources & Organization Business Unit, Consulting Business Division</p> <p>April 2025 Executive Officer, Deputy Unit Head of Business Promotion Unit, Consulting Business Division (special mission) (to present)</p> <p>June 2025 Director, the Company (to present)</p> <p>[Significant concurrent position] Executive Officer, Deputy Unit Head of Business Promotion Unit, Consulting Business Division (special mission), Mitsubishi UFJ Research and Consulting Co., Ltd. Outside Director, NORITAKE CO., LIMITED</p> <p>[Reason for nomination as a candidate for Outside Director and overview of expected roles] Ms. Eiko Funabiki has abundant experience and a wide range of insights as a management consultant engaged in supporting the planning and execution of management strategies, human resource strategies, and human resource management measures. At the Company, she has served as Outside Director since 2025. The Company has nominated her as a candidate for Outside Director with the expectation that she will utilize her abundant experience and a wide range of insights for strengthening the supervisory function mainly in business execution, providing fair and objective proposals and opinions on overall management, participating in the determination on appointment and compensation of executives, and providing advice on the organizational and human resource strategies.</p>	100

No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of the Company's shares held
9	<p>Heiji Maruyama (February 8, 1962)</p> <p><u>New Appointment</u> <u>Outside</u> <u>Independent</u></p> <p>Attendance at meetings of the Board of Directors -</p>	<p>April 1986 Joined Yamaha Motor Co., Ltd.</p> <p>January 2010 General Manager of Engineering Division 1, Automotive Business Unit</p> <p>March 2015 Executive Officer</p> <p>March 2019 Senior Executive Officer</p> <p>March 2021 Director and Senior Executive Officer</p> <p>March 2023 Director and Managing Executive Officer</p> <p>[Significant concurrent position] -</p> <p>[Reason for nomination as a candidate for Outside Director and overview of expected roles] Mr. Heiji Maruyama was engaged mainly in the field of powertrain development at Yamaha Motor Co., Ltd. and he has served as Director of the company. The Company has nominated him as a candidate for Outside Director with the expectation that he will utilize his abundant experience and a wide range of insights for strengthening the supervisory function mainly in business execution, providing fair and objective proposals and opinions on overall management, participating in the determination on appointment and compensation of executives, and providing advice on the business strategy.</p>	0
10	<p>Akiko Asai (September 11, 1971)</p> <p><u>New Appointment</u> <u>Outside</u> <u>Independent</u></p> <p>Attendance at meetings of the Board of Directors -</p>	<p>October 1995 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>April 1999 Registered as Certified Public Accountant</p> <p>June 2020 Representative Director, Tohmatsu Challenged Co., Ltd.</p> <p>April 2025 Representative Director, Japan Wellbeing Foundation (to present)</p> <p>October 2025 Representative, Akiko Asai CPA Office (to present)</p> <p>[Significant concurrent position] Representative Director, Japan Wellbeing Foundation Representative, Akiko Asai CPA Office</p> <p>[Reason for nomination as a candidate for Outside Director and overview of expected roles] Ms. Akiko Asai specialized knowledge in finance and accounting as a certified public accountant. The Company has nominated her as a candidate for Outside Director with the expectation that she will utilize her expertise for strengthening the supervisory function mainly in business execution, providing fair and objective proposals and opinions on overall management, participating in the determination on appointment and compensation of executives, and providing advice on promoting diversity and the financial strategy.</p>	0

- Notes:
1. Mr. Takashi Uehara holds a senior professional/senior management (*kanbushoku* in Japanese) at Toyota Motor Corporation, a major business partner of the Company. There are no special interests between the Company and any of other candidates.
 2. The Company has purchased a directors and officers liability insurance policy from an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The policy covers damages arising out of shareholder and third-party claims in connection with the duties of the insured, including the Company's Directors. If each candidate is elected as Director and assumes office, he/she will be the insured under the insurance policy.
 3. Outline of the liability limitation agreement
The Company has entered into agreements with Mr. Takashi Uehara, Mr. Naoshi Takayama and Ms. Eiko Funabiki to limit their liabilities under Article 423, Paragraph 1 of the Companies Act to the amount provided in Article 425, Paragraph 1 of the said Act. If the election of Mr. Heiji Maruyama and Ms. Akiko Asai is approved, the Company plans to enter into the said agreement with them as well.
 4. Information on the candidates for Outside Directors is as follows:
 - (1) Mr. Naoshi Takayama, Ms. Eiko Funabiki, Mr. Heiji Maruyama and Ms. Akiko Asai are candidates for Outside Directors.
The Company has designated Mr. Naoshi Takayama and Ms. Eiko Funabiki as independent directors provided by the Tokyo Stock Exchange and the Nagoya Stock Exchange and notified the Exchanges as such. The Company also plans to designate Mr. Heiji Maruyama and Ms. Akiko Asai as independent directors and notify the Exchanges as such.
 - (2) Years served as Outside Directors of the Company (up to the conclusion of the Meeting)
Mr. Naoshi Takayama: One (1) year
Ms. Eiko Funabiki: One (1) year

Proposal No. 2: Election of Three (3) Audit & Supervisory Board Members

Audit & Supervisory Board Member Mr. Takami Kato resigned on December 31, 2025 and Audit & Supervisory Board Members Mr. Yuji Furuta and Mr. Hideaki Nakamura will resign at the conclusion of the Meeting. Accordingly, the Company proposes to elect three (3) Audit & Supervisory Board Members as substitutes to take over their office.

Mr. Shigekazu Kato and Mr. Hisayoshi Yamaguchi shall be elected as substitutes for Mr. Yuji Furuta and Mr. Hideaki Nakamura, respectively, and Mr. Jun Eyama shall be elected as a substitute for Mr. Takami Kato.

The Company has already obtained consent from the Audit & Supervisory Board in advance with respect to this Proposal.

The candidates for Audit & Supervisory Board Members are as follows:

No.	Name (Date of birth)	Career summary, positions at the Company, and significant concurrent positions	Number of the Company's shares held
1	Shigekazu Kato (April 14, 1964) <u>New Appointment</u> Attendance at meetings of the Board of Directors - Attendance at meetings of the Audit & Supervisory Board -	<p>April 1987 Joined Toyota Motor Corporation</p> <p>January 2013 General Manager, Planning Department, Accounting Division</p> <p>January 2015 Executive Vice President, Toyota Motor (China) Investment Co., Ltd.</p> <p>April 2019 Executive Officer, the Company</p> <p>June 2020 Executive Officer, Member of the Board</p> <p>June 2024 Executive Vice President, Vice President and Executive Officer</p> <p>April 2025 Executive Vice President, Executive Vice President and Senior Executive Officer (to present)</p> <p>[Reason for nomination as a candidate for Audit & Supervisory Board Member] Mr. Shigekazu Kato was engaged in the accounting and finance division at Toyota Motor Corporation, and he was a manager at an overseas company. At the Company, from 2020 onward, he has served as Member of the Board, and from 2024, he has served as Executive Vice President. The Company has nominated him as a candidate for Audit & Supervisory Board Member with the expectation that he will utilize this abundant experience and a wide range of insights for the audit of the Company.</p>	27,748
2	Hisayoshi Yamaguchi (May 4, 1964) <u>New Appointment</u> Attendance at meetings of the Board of Directors - Attendance at meetings of the Audit & Supervisory Board -	<p>April 1987 Joined the Company</p> <p>November 2014 President, Aisan Auto Parts India Pvt. Ltd.</p> <p>January 2019 General Manager, Corporate Planning Department</p> <p>September 2022 President, AISAN INDUSTRY FRANCE S.A.</p> <p>April 2026 Chief Specialist, Affiliated Companies Dept. (to present)</p> <p>[Reason for nomination as a candidate for Audit & Supervisory Board Member] Mr. Hisayoshi Yamaguchi was engaged in primarily marketing and sales division at the Company and also has experience as an executive at overseas companies. The Company has nominated him as a candidate for Audit & Supervisory Board Member with the expectation that he will utilize his abundant experience and a wide range of insights for the audit of the Company.</p>	9,486

No.	Name (Date of birth)	Career summary, positions at the Company, and significant concurrent positions	Number of the Company's shares held
3	<p>Jun Eyama (November 12, 1961)</p> <p>New Appointment Outside Independent</p> <p>Attendance at meetings of the Board of Directors –</p> <p>Attendance at meetings of the Audit & Supervisory Board –</p>	<p>April 1984 Joined Toyota Tsusho Corporation</p> <p>April 2008 General Manager, Global Project Planning Dept.</p> <p>June 2009 President, PT. Toyota Tsusho Indonesia</p> <p>April 2012 Executive Officer, Toyota Tsusho Corporation President, PT. Toyota Tsusho Indonesia</p> <p>April 2017 Managing Executive Officer, Toyota Tsusho Corporation</p> <p>April 2025 Executive Advisor (to present)</p> <p>[Significant concurrent position] Outside Director, KIMURA UNITY Co., Ltd.</p> <p>[Reason for nomination as a candidate for Outside Audit & Supervisory Board Member] Mr. Jun Eyama possesses extensive knowledge gained through his work at a general trading company, and also has experience as an executive at an overseas company. The Company has nominated him as a candidate for Outside Audit & Supervisory Board Member with the expectation that he will utilize this abundant experience and a wide range of insights for the audit of the Company.</p>	0

- Notes:
1. There are no special interests between the Company and the candidates.
 2. The Company has purchased a directors and officers liability insurance policy from an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The policy covers damages arising out of shareholder and third-party claims in connection with the duties of the insured, including the Company's Audit & Supervisory Board Members. If each candidate is elected as Audit & Supervisory Board Member and assumes office, he/she will be the insured under the insurance policy.
 3. Information on the candidate for Outside Audit & Supervisory Board Member is as follows:
 - (1) Mr. Jun Eyama is a candidate for Outside Audit & Supervisory Board Member.
The Company plans to designate Mr. Jun Eyama as an independent officer provided by the Tokyo Stock Exchange and the Nagoya Stock Exchange and notify the Exchanges as such.
 - (2) Outline of the liability limitation agreement
In the event that the election of Mr. Jun Eyama is approved, the Company plans to enter into an agreement with him to limit his liabilities under Article 423, Paragraph 1 of the Companies Act to the amount provided in Article 425, Paragraph 1 of the said Act.

(Reference)

List of Directors and Audit & Supervisory subject to approval of proposals 1 and 2

This matrix identifies the top three areas in which the Company particularly expects each individual to excel, and does not represent the full scope of each individual's experience and expertise.

Skill item	Skill definition	Takami Kato	Toru Nakane	Yoshiki Ito	Kazuhiro Fukuoka	Hiroshi Hibino	Takashi Uehara	Naoshi Takayama	Eiko Funabiki	Heiji Maruyama	Akiko Asai	Shigekazu Kato	Hisayoshi Yamaguchi	Jun Eyama	Nobuya Yazaki	Makoto Nishimatsu
		Director											Audit & Supervisory Board Member			
Corporate management / Business planning	Based on experience and achievements in corporate management, implement business strategies, including M&A, and make appropriate management decisions from a global perspective that contribute to the Company's sustainable growth and enhancement of corporate value.	○	○					○		○						
Marketing and Sales	Contribute to enhancing competitiveness by researching and analyzing market trends and customer needs, and by proposing new developments based on future technologies.		○		○								○	○		
Future product development	Lead the drive for technological innovation and the acquisition of new technologies to achieve growth in internal-combustion engines and electrification products business.			○			○	○		○						
Monozukuri Kyoka (strengthening of manufacturing)	Always lead initiatives aimed at continuous improvement and increased productivity to ensure the provision of safe, high-quality products and services.			○			○	○		○						
Purchasing	Build and manage supply chains that take into consideration improving competitiveness and geopolitical risks, and discover suppliers with new technologies.	○		○	○									○		
Environment / Social	Accelerate and advance initiatives that integrate environmental considerations and social contribution into our business activities, thus fulfill the company's social responsibility.					○	○		○				○	○	○	○
Risk management / Governance / Compliance	Establish an appropriate governance system to contribute to maintaining a stable corporate foundation based on compliance with laws and regulations and adequate risk management.	○				○			○		○		○		○	○
DX	Lead efforts to adapt to technological advancements, advance business transformation utilizing AI and digital technologies, and establish a corporate culture.					○						○				
Finance / Accounting	Contribute to appropriate shareholder returns through improved capital efficiency and a sound financial foundation.				○						○	○				○
Active human resources	Lead the formulation and implementation of human resource strategies that enable every employee to be active.		○						○		○	○			○	