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[Securities Code: 7102] June 9, 2023

To our shareholders:

Kazuhiro Igarashi, President and CEO NIPPON SHARYO, LTD. 1-1, Sanbonmatsu-cho, Atsuta-ku, Nagoya, Aichi, Japan

# Notice of the 194th Annual General Meeting of Shareholders

The 194th Annual General Meeting of Shareholders of NIPPON SHARYO, LTD. (the "Company") will be convened as described below.

In convening this Annual General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents, etc. for the general meeting of shareholders (matters subject to electronic provision measures) in electronic format, and has posted the information on each of the following websites. Please access either of the websites to view the information.

The Company's website: https://www.n-sharyo.co.jp/finance/meeting.html (in Japanese)

In addition to the Company's website, the matters subject to electronic provision measures are also posted on the following Tokyo Stock Exchange (TSE) website and the Website for posted informational materials for the General Meeting of Shareholders.

TSE website (Listed Company Search):

https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

(Access the TSE website by using the URL shown above, enter "NIPPON SHARYO" in "Issue name (company name)" or the Company's securities code "7102" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].")

Website for posted informational materials for the General Meeting of Shareholders: https://d.sokai.jp/7102/teiji/ (in Japanese)

Other than attending the meeting, you may also exercise your voting rights in writing or by electromagnetic method (via the internet, etc.), so please review the Reference Documents for the General Meeting of Shareholders below and exercise your voting rights no later than 5:10 p.m., Wednesday, June 28, 2023 (JST).

- 1. Date and Time: Thursday, June 29, 2023 at 10:00 a.m. (JST)
- 2. Venue: NIPPON SHARYO Head Office
  - 1-1, Sanbonmatsu-cho, Atsuta-ku, Nagoya, Aichi, Japan

# 3. Agenda of the Meeting

## Matters to be reported:

- 1. The content of the business report and consolidated financial statements, and the audit reports of the Financial Auditor and the Audit & Supervisory Board regarding the consolidated financial statements for the 194th fiscal year (April 1, 2022–March 31, 2023)
- 2. The content of non-consolidated financial statements for the 194th fiscal year (April 1, 2022–March 31, 2023)

## Matters to be resolved:

- Proposal No. 1 Appropriation of Retained Earnings
- Proposal No. 2 Election of Seven Directors
- Proposal No. 3 Election of Three Audit & Supervisory Board Members

# 4. Other Matters Concerning Voting Rights

- (1) If you exercise your voting rights in writing (by postal mail) and do not indicate approval or disapproval for a proposal on the voting form, it will be considered an indication of approval.
- (2) When voting rights are exercised multiple times via the internet etc., the latest vote received shall be deemed effective.
- (3) When voting rights are exercised both in writing and via the internet etc., the vote received via the internet shall be deemed effective.
- If attending the meeting in person, please present the enclosed voting form at the reception desk.
- If revisions to the matters subject to electronic provision measures arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on each of the aforementioned websites.
- Regarding this Annual General Meeting of Shareholders, the documents containing the matters subject to electronic provision measures will be sent to all shareholders in writing, regardless of whether or not a request for delivery of paper-based documents has been made. In accordance with the provisions of laws and regulations and Article 20 of the Articles of Incorporation of the Company, among the matters subject to electronic provision measures, the following matters are not provided in the paper-based documents.
  - (i) Business Report: "System to Ensure Appropriateness of Operations and Overview of Operation of the System"
  - (ii) Consolidated Financial Statements: "Consolidated Statements of Changes in Net Assets," "Notes to the Consolidated Financial Statements"
  - (iii) Non-Consolidated Financial Statements: "Statements of Changes in Net Assets," "Notes to the Non-Consolidated Financial Statements"

Accordingly, the Business Report, Consolidated Financial Statement and the Non-Consolidated Financial Statement which are on the paper-based documents are part of the documents included in the scope of audits by the Financial Auditor to prepare Audit Report and Audit & Supervisory Board Members to prepare Auditing Report.

### **Reference Documents for the General Meeting of Shareholders**

#### **Proposals and Reference Information**

#### Proposal No. 1 Appropriation of Retained Earnings

It is the basic policy of the Company to proactively promote business development and maintain long-term stability in its dividends in order to secure stable shareholder benefit into the future.

In accordance with this policy, the Company has given consideration to matters including the business performance of the fiscal year and internal reserves, and it proposes to pay year-end dividends for the fiscal year as follows:

Year-end dividends

- (1) Type of dividend property
  - Cash
- (2) Allotment of dividend property to shareholders and their aggregate amount ¥10 per common share of the Company Aggregate amount: ¥144,324,770 (The annual dividend, including the interim dividend of ¥10 per share, will total ¥20 per share.)
- (3) Effective date of the dividends of Retained Earnings June 30, 2023

### Proposal No. 2 Election of Seven Directors

At the conclusion of this meeting, the terms of office of all seven Directors will expire. Therefore, the Company proposes the election of seven Directors.

The candidate for Director is as follows:

Candidate No.	Name	Positions in the Company	
1	Akira Koyasu	Representative Director Senior Managing Director	Reelection
2	Minoru Tayama	Director Division Chief & General Manager of Corporate Planning and Strategy Division	Reelection
3	Michikazu Fukaya	Director Division Chief & General Manager of Industrial & Electrical Equipment Division	Reelection
4	Tsutomu Saito	Outside Director	Reelection Outside Independent
5	Atsushi Niimi	Outside Director	Reelection Outside Independent
6	Akira Nishihata	Outside Director	Reelection Outside Independent
7	Mamoru Tanaka	_	New election

Reelection Reelection candidate for Director

New election New candidate for Director

Outside Outside Director candidate

Independent Independent officer as stipulated in stock exchange regulations

Candidate No.	Name (Date of birth)	Career sumn and signif	Number of the Company's shares owned				
1	Akira Koyasu (January 27, 1958) Reelection	Apr. 1980 June 2006 Feb. 2009 June 2010 Oct. 2010 June 2016 June 2018	Joined the Company General Manager of Material Department, Rolling Stock Division of the Company General Manager of Business Planning Department, Rolling Stock Division of the Company Executive Officer and General Manager of Business Planning Department, Rolling Stock Division of the Company Executive Officer of the Company President and CEO of NIPPON SHARYO U.S.A., INC. Managing Executive Officer of the Company President and CEO of NIPPON SHARYO U.S.A., INC. Managing Executive Officer of the Company President and CEO of NIPPON SHARYO U.S.A., INC. Representative Director and Senior Managing Director, Division Chief & General Manager of the Corporate Planning and Strategy Division, and in charge of administration and compliance of the Company Representative Director and Senior Managing	3,100			
			Director, and in charge of administration and compliance of the Company (current position)				
	[Reasons for Nomination as a	Director Candidat	te]				
	Akira Koyasu has primarily w	Akira Koyasu has primarily worked in the Company's operations related to materials and business planning in the					
	rolling stock business and he h	rolling stock business and he has served as President and CEO of the Company's consolidated subsidiary NIPPON					
	SHARYO U.S.A., INC. from	2010 and then as a	a Representative Director and Senior Managing Dire	ctor of the			
	Company from 2018. Based on his abundant experience and broad insight concerning the rolling stock business and all						
	aspects of business management, the Company believes he can properly fulfill the role of Director of the Company and has nominated him as a Director candidate.						

Candidate No.	Name (Date of birth)		nary, positions and responsibilities in the Company, ficant concurrent positions outside the Company	Number of the Company's shares owned	
		Apr. 1985 Oct. 2010	Joined the Company General Manager of Production Department,	owned	
		Apr. 2015	Rolling Stock Division of the Company General Manager of High Speed Train Production Management Department, Rolling Stock Division of the Company		
		June 2016	General Manager of Toyokawa Plant, Rolling Stock Division of the Company		
		June 2017	Executive Officer, Deputy Chief & General		
	Minoru Tayama		Manager of Rolling Stock Division, and		
	(July 22, 1962)		General Manager of Business Planning Department, Rolling Stock Division of the	70	
	Reelection		Company		
2		June 2019	Director (part time) of Nagoya Rinkai Rapid Transit Co., Ltd. (current position)		
		June 2019	Executive Officer, Deputy Chief & General Manager of Rolling Stock Division, and Chief Engineer of Rolling Stock Division of the Company		
		June 2020	Director and Division Chief & General		
		5 une 2020	Manager of Corporate Planning and Strategy Division of the Company (current position)		
	and all aspects of business mar Company and has nominated h		mpany believes he can properly fulfill the role of Dir candidate.	ector of the	
		Apr. 1982	Joined Nichiyu Koki,Ltd.		
		Jan. 1999	Joined the Company		
		June 2010	General Manager of Administrative Department, Industrial & Electrical Equipment Division of the Company		
		Dec. 2012	General Manager of Narumi Plant, Industrial &		
			Electrical Equipment Division of the Company		
	Michikazu Fukaya (December 22, 1959)	July 2017	Deputy General Manager of Human Resources		
		June 2018	Department of the Company	60	
	Reelection	June 2018	Executive Officer and General Manager of General Affairs Department of the Company		
2		June 2020	Executive Officer and Division Chief &		
3			General Manager of Industrial & Electrical		
			Equipment Division of the Company		
		June 2022	Director and Division Chief & General Manager of Industrial & Electrical Equipment		
	Division of the Company (current position)   [Reasons for Nomination as a Director Candidate]   Michikazu Fukaya has primarily worked in the Company's operations related to planning in the construction equipment				
	business and he served as Exec	cutive Officer and	General Manager of the General Affairs Departmen	t from 2018 and	
			on Chief & General Manager of Industrial & Electric erly fulfill the role of Director of the Company based		
	experience and broad insight conditional descent of the conditional descent	oncerning the cor	nstruction equipment business, the Company has non	ninated him as a	

	Apr. 1977 Apr. 1983 June 2005 Apr. 2010 June 2012 June 2015	Registered as an attorney at law Joined the Nagoya Bar Association (currently the Aichi Bar Association) Joined Takasu Hiroo Law Office Opened Saito Law Office (currently Honmachi City Law Office) Audit & Supervisory Board Member of DENSO CORPORATION President of Aichi Bar Association Vice-President of Japan Federation of Bar Associations Audit & Supervisory Board Member of the	owned 1,300
	Julie 2013	Company Outside Director of the Company (current position)	
ns such as an Audit & S perience and insight to p management from an in Director. Though he h for the above-mentioned	xperience and broa Supervisory Board provide supervision ndependent object as never been invo	olved in corporate management in the past other than	at he will utilize the Company's a candidate for a san outside
Atsushi Niimi	Apr. 1971 June 2000 June 2004 June 2005 June 2006	Toyota Motor Corporation) Director and Manager of Motomachi Plant and Tsutsumi Plant of Toyota Motor Corporation Director of Toyota Motor Corporation Senior Managing Director and Chief Officer of Production Control & Logistics Group and Manufacturing Group of Toyota Motor Corporation Senior Managing Director and Chief Officer of	
(July 30, 1947) Reelection Outside Independent	June 2007 June 2009 June 2009	Corporation Senior Managing Director and Chief Officer of Purchasing Group of Toyota Motor Corporation Representative Director and Executive Vice President of Toyota Motor Corporation Audit & Supervisory Board Member of JTEKT	900
	June 2013 June 2014 Mar. 2015 June 2016	CORPORATION Representative Director and Chairman of JTEKT CORPORATION Director of Nagoya Stock Exchange, Inc. (current position) Director of Yamaha Motor Co., Ltd.	
	n for nomination as a c	management from an independent object e Director. Though he has never been inv for the above-mentioned reasons, the Co- side Director. Apr. 1971 June 2000 June 2004 June 2004 June 2005 Atsushi Niimi (July 30, 1947) Reelection Outside Independent June 2009 June 2009 June 2009 June 2013 June 2014 Mar. 2015 June 2016	management from an independent objective standpoint, the Company has nominated him as a e Director. Though he has never been involved in corporate management in the past other than , for the above-mentioned reasons, the Company has determined that he will appropriately per side Director.Apr. 1971Joined Toyota Motor Co., Ltd. (currently Toyota Motor Corporation)June 2000Director and Manager of Motomachi Plant and Tsutsumi Plant of Toyota Motor CorporationJune 2004Director of Toyota Motor CorporationJune 2005Senior Managing Director and Chief Officer of Production Control & Logistics Group and Manufacturing Group of Toyota Motor CorporationAtsushi Niimi (July 30, 1947)June 2006Reelection Outside IndependentJune 2007Senior Managing Director and Chief Officer of Production Planning Group of Toyota Motor CorporationJune 2009Audit & Supervisory Board Member of JTEKT CORPORATIONJune 2013Representative Director and Chairman of JTEKT CORPORATIONJune 2014Director of Nagoya Stock Exchange, Inc. (current position)

Candidate No.	Name (Date of birth)	Career sumn and signif	Number of the Company's shares owned			
		Apr. 1980	Joined Mitsui Engineering & Shipbuilding Co., Ltd. (currently Mitsui E&S Holdings Co., Ltd.)			
		June 2013	Director, in charge of Corporate Planning Dept. of Mitsui Engineering & Shipbuilding Co., Ltd.			
		June 2015	Director, in charge of Corporate Planning Dept. and Research & Development Hq. of Mitsui Engineering & Shipbuilding Co., Ltd.			
		Apr. 2016	Director and Managing Executive Officer, in charge of Corporate Planning Dept., Research & Development Hq., Marketing Promotion			
	Akira Nishihata (May 27, 1955)		Dept. and environmental & safety control, and General Manager of Ocean Business Promotion Dept. of Mitsui Engineering & Shipbuilding Co., Ltd.			
6	Reelection Outside Independent	Oct. 2016	Director and Managing Executive Officer, General Manager of Corporate Planning Hq., in charge of Research & Development Hq. and environmental & safety control of Mitsui Engineering & Shipbuilding Co., Ltd.	400		
		Apr. 2017	Director and Managing Executive Officer, in charge of procurement and environmental & safety control, and General Manager of Research & Development Hq. of Mitsui Engineering & Shipbuilding Co., Ltd.			
		Apr. 2018	Director, in charge of Technical Co-ordination Dept. and Auditing Dept. of Mitsui E&S Holdings Co., Ltd.			
		June 2021	Outside Director of the Company (current position)			
A po to	[Reason for nomination as a candidate for Outside Director and expected role] Akira Nishihata has abundant experience and broad insight relating to corporate management as he has served in positions including Director of Mitsui E&S Holdings Co., Ltd. Expecting that he will utilize that experience and insight to provide supervision of business execution and useful advice regarding the Company's overall management from an independent objective standpoint, the Company has nominated him as a candidate for Outside Director.					

Candidate No.	Name (Date of birth)		nary, positions and responsibilities in the Company, ficant concurrent positions outside the Company	Number of the Company's shares owned			
		Apr. 1982 June 2010	Joined Japanese National Railways General Manager of Rolling Stock Department, Shinkansen Operations Division of Central Japan Railway Company	owned			
		June 2014	Corporate Officer and Director General of Kansai Branch Office of Central Japan Railway Company				
	Mamoru Tanaka	June 2016	Corporate Officer, Deputy Director General of General Technology Division and General Manager of Technology Planning Department, General Technology Division of Central Japan				
	(August 5, 1958) New election	June 2016	Railway Company Audit & Supervisory Board Member of the	-			
	New election	J. 2010	Company				
7		June 2018	Director, Corporate Executive Officer and Director General of Shinkansen Operations Division of Central Japan Railway Company				
		June 2020	Executive Vice President and Representative Director, in charge of Shinkansen and Conventional Lines Operations Division and in				
			charge of Transportation Safety Section of				
			Central Japan Railway Company (current position)				
	[Reasons for Nomination as a Director Candidate]						
	Mamoru Tanaka has worked at Central Japan Railway Company, primarily in operations related to technology and						
	development of rolling stock, and he has served as Director and Corporate Executive Officer from 2018 and Executive Vice President and Representative Director from 2020. He also has served as Audit & Supervisory Board Member of						
	the Company from 2016. Based on his abundant experience and broad insight concerning all aspects of technology and						
	all aspects of business manager and has nominated him as a Di		ny believes he can properly fulfill the role of Directo	or of the Company			
Jotes: 1.	There is no special interest bet						
1. 2.	Mamoru Tanaka has been se	rving as a perso	n executing business at the Company's parent cor				
		-	tion and responsibility are provided in "Career sun concurrent positions outside the Company" above.	ninary, positions a			
3.			ata are Outside Director candidates.				
4.			nata are currently serving as Outside Directors and the	eir terms of office			
5			ht years, seven years and two years, respectively.	ul			
5.	Compensation Committee and respectively. If Mr. Saito, Mr involved as members of the N	d the special con . Niimi and Mr. omination and Co	Vishihata are currently serving as members of t mmittee for important transactions, etc. with the p Nishihata are elected, the Company plans for the ompensation Committee in the selection of candidate Directors, as well as to be involved as members of t	earent company, et em to continue to es for the Company			
		-	company, etc. to discuss matters on important transac	-			
	company, etc., taking an objec	-		•			
6.	agreements with Tsutomu Sai Article 425, paragraph (1) of t	to, Atsushi Niim he Companies Ac	427, paragraph (1) of the Companies Act, the Con ii and Akira Nishihata to limit their liability to the ct. If the reelection of Mr. Saito, Mr. Niimi and Mr. N	amount specified			
7.	paragraph (1) of the Compani	to a directors an es Act with an in	ts. nd officers liability insurance policy as provided to surance company. A summary of the details of the p election of the candidates is approved, each of them v	policy is presented			
0			plans to renew the policy with the same terms upon				

8. Per the stipulations of the Tokyo Stock Exchange and Nagoya Stock Exchange, the Company has filed the relevant notifications designating Tsutomu Saito, Atsushi Niimi and Akira Nishihata as independent officers. If the reelection of Tsutomu Saito, Atsushi Niimi and Akira Nishihata is approved, the Company plans to maintain their positions as independent officer.

## [Skills Matrix]

Circle marks  $(\bullet)$  have been placed in categories for which the Company has particularly high expectations in accordance with the knowledge, experience, and abilities of each Director candidate.

Director candi	date	Corporate management	Finance and accounting	Sales and marketing	International matters	Technology and development	Manufacturing and quality control	Legal affairs and compliance
Mamoru Tanaka		•				•	•	•
Akira Koyasu		•	•	•	•			•
Minoru Tayama		•	•		•	٠	•	
Michikazu Fukaya			•	•	•			
Tsutomu Saito	Outside							•
Atsushi Niimi	Outside	•			•	٠	•	•
Akira Nishihata	Outside	•	•	•		•		

Note: The matrix above does not represent the entirety of the knowledge possessed by each Director candidate.

### Proposal No. 3 Election of Three Audit & Supervisory Board Members

The terms of office of current Audit & Supervisory Board Members Hiroshi Iizumi, Yuji Tomatsu and Shunichi Usui will be expired at the conclusion of this meeting. Therefore, the Company proposes the election of three Audit & Supervisory Board Members.

The agreement of the Audit & Supervisory Board has been received for this proposal. The candidates for Audit & Supervisory Board Member are as follows:

Candidate No.	Name	Positions in the Company	Candidate attributes
1	Shunichi Usui	Audit & Supervisory Board Member	Reelection
2	Hiroto Nishimura	_	New election
3	Motoji Ueda	_	New election Outside Independent

ReelectionReelection candidate for Audit & Supervisory Board MemberNew electionNew candidate for Audit & Supervisory Board MemberOutsideOutside Audit & Supervisory Board Member candidate

Independent Independent officer as stipulated in stock exchange regulations

Candidate No.	Name (Date of birth)		nmary, position in the Company, and significant neurrent positions outside the Company	Number of the Company's shares owned		
		Apr. 1989 June 2014	Joined Central Japan Railway Company General Manager of Rolling Stock Department, Shinkansen Operations Division			
		Feb. 2015	of Central Japan Railway Company Deputy General Manager of Corporate Planning Department of the Company			
		June 2015	Executive Officer and Deputy General Manager of Corporate Planning Department of the Company			
	Shunichi Usui	June 2017	Executive Officer and General Manager of Corporate Planning Office of the Company			
	(December 13, 1963)	June 2018	Managing Director and General Manager of Rolling Stock Division of the Company	600		
1	Reelection	June 2020	Corporate Officer, Deputy Director General of Shinkansen Operations Division and General Manager of Rolling Stock Department of Central Japan Railway Company			
		June 2022	Corporate Officer, Director General of Kansai Branch Office, in charge of Rolling Stock Section of Central Japan Railway Company (current position)			
		June 2022	Audit & Supervisory Board Member of the Company (current position)			
	Reasons for Nomination as an Audit & Supervisory Board Member Candidate Shunichi Usui has worked at Central Japan Railway Company, primarily in operations related to rolling stock technology, and he has served as Corporate Officer, Deputy Director General of Shinkansen Operations Division and General Manager of Rolling Stock Department from 2020. He also has served as Audit & Supervisory Board					
	Member of the Company from 2022. Based on his abundant experience and broad insight concerning all aspects of					
	technology and business management, the Company believes he can properly fulfill the role of Audit & Supervisory Board Member of the Company and has nominated him as an Audit & Supervisory Board Member candidate.					
	Hiroto Nishimura (March 8, 1964)	Apr. 1986 July 2017	Joined the Company General Manager of Material Department, Transportation Equipment and Infrastructure Division of the Company	_		
	New election	June 2021	General Manager of Procurement and Facilities Department of the Company (current position)			
2	Reasons for Nomination as an Audit & Supervisory Board Member Candidate Hiroto Nishimura has worked at the Company, primarily in operations related to materials, and he has served as General Manager of Material Department, Transportation Equipment and Infrastructure Division from 2017 and as General Manager of Procurement and Facilities Department from 2021. Based on his abundant experience and broad insight in the Procurement and Facilities Department, the Company believes he can properly fulfill the role of Audit & Supervisory Board Member of the Company and has nominated him as an Audit & Supervisory Board Member candidate.					

Candidate No.	Name (Date of birth)		Career summary, position in the Company, and significant concurrent positions outside the Company				
		Apr. 1995	Joined The Tokai Bank, Limited (currently MUFG Bank, Ltd.)				
		Apr. 2021	General Manager of Nagoya Corporate Banking Division No.1, Nagoya Corporate Banking Group of MUFG Bank, Ltd.				
3	Motoji Ueda (December 8, 1972) New election Outside Independent	June 2021	Executive Officer and General Manager of Nagoya Corporate Banking Division No.1,				
		Apr. 2022	Nagoya Corporate Banking Group of MUFG Bank, Ltd. Executive Officer and General Manager of	_			
			Nagoya Corporate Banking Division No.1, Corporate Banking Group of MUFG Bank, Ltd.				
		Apr. 2023	Executive Officer and Senior Superintendent of MUFG Bank, Ltd. (current position)				
	Reasons for Nomination as an Outside Audit & Supervisory Board Member Candidate						
	Motoji Ueda has served in positions such as Executive Officer and General Manager of Nagoya Corporate Banking						
	Division No.1, Nagoya Corporate Banking Group at MUFG Bank, Ltd. Based on his abundant experience and						
	broad insight concerning corporate management, finance, accounting and other areas, the Company believes he can						
		properly fulfill the role of Audit & Supervisory Board Member of the Company and has nominated him as an Audit					
	& Supervisory Board Member	candidate.					

2. Shunichi Usui currently serves and has served as a person executing business at the Company's parent company Central Japan Railway Company during the past 10 years, and his position and responsibility are provided in "Career summary, position in the Company, and significant concurrent positions outside the Company" above.

3. Motoji Ueda is an Outside Audit & Supervisory Board Member Candidate. If his election is approved, he will become an independent officer in accordance with the provisions of the Tokyo Stock Exchange and Nagoya Stock Exchange.

4. If the election of Outside Audit & Supervisory Board Member Candidate Motoji Ueda is approved, the Company plans, in accordance with the provisions of Article 427, paragraph (1) of the Companies Act, to enter into an agreement with him to limit his liability to the amount specified in Article 425, paragraph (1) of the Companies Act.

5. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. A summary of the details of the policy is presented in the Business Report (in Japanese only). If the election of the candidates is approved, each of them will be included as an insured in the policy. In addition, the Company plans to renew the policy with the same terms upon the next renewal.