

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

(Securities Code: 1926)

June 10, 2026

To our shareholders:

Kazuhiro Akutsu
President and Representative Director
RAITO KOGYO CO., LTD.
4-2-35 Kudan-kita, Chiyoda-ku, Tokyo

Notice of the 79th Annual General Meeting of Shareholders

We hereby announce the 79th Annual General Meeting of Shareholders of RAITO KOGYO CO., LTD. (the “Company”), which will be held as indicated below.

When convening this general meeting of shareholders, the Company takes measures for providing in electronic format the information that constitutes the content of reference documents for the shareholders meeting, etc. (items for which measures for providing information in electronic format are to be taken). This information is posted on each of the following websites, so please access either of those websites to confirm the information.

The Company’s website:

<https://www.raito.co.jp/> (in Japanese)

(From the above website, select “General Meeting of Shareholders,” and then “Investor Relations.”)

Website for posted informational materials for the general meeting of shareholders:

<https://d.sokai.jp/1926/teiji/> (in Japanese)

(The above will be available from June 2, 2026)

TSE website (Listed Company Search):

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

(Access the TSE website by using the internet address shown above, enter “RAITO KOGYO” in “Issue name (company name)” or the Company’s securities code “1926” 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].”)

If you cannot attend on the day, you may exercise your voting rights by one of the following methods. Please review the attached Reference Documents for General Meeting of Shareholders before you cast your vote.

[Voting in Writing (by Mail)]

Indicate your approval or disapproval of each proposal in the voting form sent out with this Notice of Annual General Meeting of Shareholders and then return the form to the Company by postal mail so that it arrives by 5:15 p.m. on Wednesday, June 24, 2026 (JST).

[Voting via the Internet, etc.]

When voting via the Internet, etc., kindly read the “Instructions for online voting” (in Japanese only).

Scan the QR code at the lower right of the voting form and use “Smart Exercise,” or visit our voting website (<https://www.web54.net>) and log in with the “voting right exercise code” and “password” provided in the voting form sent out with this Notice of Annual General Meeting of Shareholders. Then, by following the instructions displayed on the screen, cast your vote by 5:15 p.m. on Wednesday, June 24, 2026 (JST).

1. Date and Time: Thursday, June 25, 2026, at 10:00 a.m. (JST) (Reception starts at 9:00 a.m.)

2. Venue: Fuji Hall (West), Third floor, Arcadia Ichigaya (Shigaku Kaikan),
4-2-25 Kudan-kita, Chiyoda-ku, Tokyo

3. Purpose of the Meeting

Matters to be reported:

1. The Business Report and the Consolidated Financial Statements for the 79th fiscal year (from April 1, 2025 to March 31, 2026), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
2. The Non-consolidated Financial Statements for the 79th fiscal year (from April 1, 2025 to March 31, 2026)

Matters to be resolved:

- | | |
|-----------------------|--------------------------------------------------|
| Proposal No. 1 | Appropriation of Surplus |
| Proposal No. 2 | Election of 14 Directors |
| Proposal No. 3 | Election of One Audit & Supervisory Board Member |

- If you attend the meeting in person, please submit the voting form sent out with this Notice of Annual General Meeting of Shareholders at the reception desk.
- If you cast your vote in writing (by mail) as well as via the Internet, etc., the vote cast via the Internet, etc. shall be considered valid. If you cast your vote more than once via the Internet, etc., the latest vote shall be considered valid.
- If there are any changes to the items subject to measures for electronic provision, a notice of the changes and the details of the items before and after the changes will be posted on the Company's website, the website for posted informational materials for the general meeting of shareholders, and the TSE website.
- For this general meeting of shareholders, we have delivered paper-based documents stating the items subject to measures for electronic provision to all shareholders, regardless of whether or not they have requested them.
In compliance with laws and regulations, and Article 14 of the Company's Articles of Incorporation, the following items are posted on the Company's website (<https://www.raito.co.jp>) and are therefore not included in the documents accompanying this Notice of Annual General Meeting of Shareholders. The Consolidated Financial Statements and Non-consolidated Financial Statements provided in these paper-based documents constitute a part of the documents that were audited by the Financial Auditor and Audit & Supervisory Board Members in preparing the audit reports.
 - Notes to Consolidated Financial Statements
 - Notes to Non-consolidated Financial Statements

Reference Documents for General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1 Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

Year-end dividends

Considering the business performance and business environment in view of maintaining stable dividends, the Company proposes to pay the year-end dividends for the 79th fiscal year as follows:

- (i) Type of dividend property
To be paid in cash.
- (ii) Allotment of dividend property and their amount
The Company proposes to pay a dividend of ¥105 per common share of the Company.
In this event, the total dividends will be ¥4,427,413,200.
The Company has paid ¥40 per share as an interim dividend, and the annual dividend for the fiscal year will be ¥145 per share.
- (iii) Effective date of dividends of surplus
The effective date of dividends will be Friday, June 26, 2026.

Proposal No. 2 Election of 14 Directors

The terms of office of the 15 Directors will expire at the conclusion of this meeting. Therefore, in order to promote a streamlined management structure and establish a more agile business execution system, we request the election of 14 Directors, reducing the number by one.

The candidates for Director are as follows:

Candidate No.	Name		Current position in the Company
1	Reelection	Kazuhiro Akutsu	President and Representative Director
2	Reelection	Kohei Kawamura	Senior Managing Director and General Manager of Safety, Health, Environment Division
3	Reelection	Akinobu Yamamoto	Senior Managing Director and General Manager of Construction Business Division
4	Reelection	Yusuke Murai	Managing Director and General Manager of Kanto Branch Office
5	Reelection	Osamu Kawamoto	Managing Director and General Manager of Sales Engineering Division
6	Reelection	Tatsuya Kaneto	Managing Director and General Manager of Construction Engineering Division
7	Reelection	Satoyuki Yamane	Director and General Manager of Overseas Business Division
8	Reelection	Yoshinobu Wahira	Director and General Manager of Nishinohon Branch Office
9	Reelection	Tsuneo Takahashi	Director and General Manager of Business Administration Division
10	Reelection	Makoto Shirai	Outside Independent Outside Director
11	Reelection	Hiroko Shimizu	Outside Independent Outside Director
12	Reelection	Takeshi Nagata	Outside Independent Outside Director
13	Reelection	Hiromi Asano	Outside Independent Outside Director
14	Reelection	Motoi Sasaki	Outside Independent Outside Director

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
1	<p>Kazuhiro Akutsu (December 18, 1960)</p> <p>Reelection</p> <p>Tenure (At the conclusion of this General Meeting of Shareholders) 11 years</p> <p>Attendance at the Board of Directors meetings 13/13 (100%)</p>	<p>Apr. 1983 Joined the Company</p> <p>Apr. 2010 General Manager of Higashinohon Branch Office</p> <p>July 2010 Executive Officer and General Manager of Higashinohon Branch Office</p> <p>Apr. 2013 Managing Executive Officer and General Manager of Kanto Branch Office</p> <p>June 2015 Director and General Manager of Kanto Branch Office</p> <p>June 2016 Managing Director and General Manager of Kanto Branch Office</p> <p>Apr. 2018 Managing Director and General Manager of Sales Engineering Division</p> <p>Apr. 2019 Managing Director and General Manager of Construction Engineering Division</p> <p>June 2019 Senior Managing Director and General Manager of Construction Engineering Division</p> <p>June 2020 President and Representative Director (current position)</p>	11,700 shares
<p>Reasons for nomination as a candidate for Director:</p> <p>Kazuhiro Akutsu has contributed to improving corporate value through his effective leadership and management skills as the Chief Executive Officer of the Company after assuming his role as the Representative Director of the Company. In addition, his experience and qualities, which are suitable for the basic policy of our "Raito 2027" medium-term management plan, "Technology × Trust × Human Resources for Next Generation Growth," are essential for the management of the Group for sustainable growth. Therefore, the Company proposes his reelection.</p>			
2	<p>Kohei Kawamura (April 28, 1960)</p> <p>Reelection</p> <p>Tenure (At the conclusion of this General Meeting of Shareholders) 9 years</p> <p>Attendance at the Board of Directors meetings 13/13 (100%)</p>	<p>Apr. 1983 Joined the Company</p> <p>Apr. 2009 Deputy General Manager of Higashinohon Branch Office</p> <p>Apr. 2010 Deputy General Manager of Overseas Business Division</p> <p>Apr. 2011 Deputy General Manager of Tohoku General Branch Office</p> <p>Apr. 2013 Executive Officer and General Manager of Tohoku General Branch Office</p> <p>Apr. 2016 Managing Executive Officer and General Manager of Tohoku General Branch Office</p> <p>June 2017 Director and General Manager of Tohoku General Branch Office</p> <p>June 2019 Managing Director and General Manager of Sales Engineering Division</p> <p>June 2020 Senior Managing Director and General Manager of Sales Engineering Division</p> <p>Apr. 2023 Senior Managing Director and General Manager of Safety, Health, Environment Division (current position)</p>	7,000 shares
<p>Reasons for nomination as a candidate for Director:</p> <p>Kohei Kawamura has contributed to improving corporate value by engaging in management with the trust and track record he has established through experience cultivated in branch offices and overseas business. Since assuming the position of General Manager of the Safety, Health, Environment Division, he has created many opportunities to receive feedback from the field and has focused on achieving zero accidents, such as by conducting safety training.</p> <p>He has produced safety education virtual reality (VR) tools in multiple languages as training tools for the growing non-Japanese workforce based on his global insight in the Safety, Health, Environment Division and his wealth of experience in Japan and overseas. The Company proposes his reelection recognizing that such execution capabilities are essential to the sustainable growth of the Company.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
3	Akinobu Yamamoto (September 23, 1960) Reelection Tenure (At the conclusion of this General Meeting of Shareholders) 8 years Attendance at the Board of Directors meetings 13/13 (100%)	<p>May 2006 Deputy General Manager of Construction Headquarters, NIPPO KOGYO CO., LTD.</p> <p>Oct. 2009 Joined the Company</p> <p>Apr. 2010 General Manager of Sales, Building Construction Business Department, Construction Business Division</p> <p>June 2013 Deputy General Manager of Building Construction Business Division</p> <p>Apr. 2015 Executive Officer and General Manager of Construction Business Division</p> <p>Apr. 2016 Managing Executive Officer and General Manager of Construction Business Division</p> <p>June 2018 Director and General Manager of Construction Business Division</p> <p>June 2020 Managing Director and General Manager of Construction Business Division</p> <p>June 2023 Senior Managing Director and General Manager of Construction Business Division (current position)</p>	5,400 shares
<p>Reasons for nomination as a candidate for Director: Akinobu Yamamoto has built trusting relationships with our customers and contributed to improving corporate value by providing high-quality products based on his high level of knowledge and extensive experience in the construction sector. The Company proposes his reelection because his track record of consistently stable business results, even amid the challenging environment surrounding the construction business, along with his excellent management skills, and expert knowledge about the construction market will be beneficial to the sustainable growth of the Company.</p>			
4	Yusuke Murai (August 3, 1963) Reelection Tenure (At the conclusion of this General Meeting of Shareholders) 10 years Attendance at the Board of Directors meetings 13/13 (100%)	<p>Apr. 1986 Joined the Company</p> <p>Apr. 2005 General Manager of Urban Civil Engineering Department, Osaka Branch</p> <p>Apr. 2009 General Manager of Construction Engineering Department, Nishinohon Branch Office</p> <p>Apr. 2010 General Manager of Construction Engineering Department, Kanto Branch Office</p> <p>Apr. 2011 Executive Officer and General Manager of Chubu General Branch Office</p> <p>Apr. 2013 Executive Officer and General Manager of Nishinohon Branch Office</p> <p>Apr. 2014 Managing Executive Officer and General Manager of Nishinohon Branch Office</p> <p>June 2016 Director and General Manager of Nishinohon Branch Office</p> <p>Apr. 2018 Director and General Manager of Kanto Branch Office</p> <p>June 2019 Managing Director and General Manager of Kanto Branch Office (current position)</p>	15,500 shares
<p>Reasons for nomination as a candidate for Director: Yusuke Murai has contributed to improving corporate value on the basis of the high level of trust that he built with customers in Sales and the Construction Engineering Departments. He has built a system in which people can play an active role by striving to actively appoint young employees and women and promoting environmental improvement in the workplace. At the same time, he has worked to improve business results through initiatives such as implementing operational improvements and work style reforms at the Kanto Branch Office. The Company proposes his reelection because his track record and strong business management skills have fulfilled his responsibilities as a director and he will contribute to the sustainable growth of the Company.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
5	<p data-bbox="347 450 528 510">Osamu Kawamoto (April 5, 1965)</p> <p data-bbox="384 546 491 571">Reelection</p> <p data-bbox="300 607 580 730">Tenure (At the conclusion of this General Meeting of Shareholders) 6 years</p> <p data-bbox="308 766 572 857">Attendance at the Board of Directors meetings 13/13 (100%)</p>	<p data-bbox="612 264 715 288">Apr. 1986</p> <p data-bbox="612 300 715 324">Apr. 2004</p> <p data-bbox="612 360 715 385">Apr. 2011</p> <p data-bbox="612 461 715 486">Apr. 2014</p> <p data-bbox="612 562 715 586">Apr. 2015</p> <p data-bbox="612 622 715 647">Apr. 2016</p> <p data-bbox="612 683 715 707">Apr. 2018</p> <p data-bbox="612 743 715 768">Apr. 2020</p> <p data-bbox="612 844 715 869">June 2020</p> <p data-bbox="612 904 715 929">Apr. 2023</p> <p data-bbox="612 965 715 990">June 2023</p> <p data-bbox="772 264 1238 1037"> Joined the Company General Manager of Yamaguchi Sales Office, Chugoku Branch General Manager of Sales Engineering Department, Chugoku Branch, Nishinohon Branch Office Deputy General Manager of Nishinohon Branch Office, and General Manager of Chugoku Branch Deputy General Manager of Sales Engineering Division Executive Officer and General Manager of Kyushu General Branch Office Managing Executive Officer and General Manager of Kyushu General Branch Office Managing Executive Officer and Deputy General Manager of Construction Engineering Division Director and General Manager of Construction Engineering Division Director and General Manager of Sales Engineering Division Managing Director and General Manager of Sales Engineering Division (current position) </p>	5,100 shares
<p data-bbox="276 1050 778 1075">Reasons for nomination as a candidate for Director:</p> <p data-bbox="276 1081 1406 1173">Since assuming the position of General Manager of the Sales Engineering Division, Osamu Kawamoto has achieved customer satisfaction and built a relationship of trust based on the knowledge gained from a wide range of business experience in construction and sales departments, and has contributed to improving corporate value.</p> <p data-bbox="276 1180 1406 1267">In addition, he anticipates diverse needs and determines policies that are in line with the times, using his outstanding leadership to construct organizations and systems. The Company proposes his reelection because his excellent management skills will be beneficial to the sustainable growth of the Company.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
6	Tatsuya Kaneto (June 16, 1961)	July 1997	Joined the Company	18,100 shares
	Reelection	Apr. 2007	General Manager of Kobe Sales Office, Osaka Branch	
	Tenure (At the conclusion of this General Meeting of Shareholders) 5 years	Apr. 2011	General Manager of Construction Engineering Department, Chubu General Branch Office	
	Attendance at the Board of Directors meetings 13/13 (100%)	Apr. 2012	Deputy General Manager of Chubu General Branch Office	
		Apr. 2013	Executive Officer and General Manager of Chubu General Branch Office	
		Apr. 2016	Managing Executive Officer and General Manager of Chubu General Branch Office	
		June 2021	Director and General Manager of Chubu General Branch Office	
		Apr. 2023	Director and General Manager of Construction Engineering Division	
		June 2023	Managing Director and General Manager of Construction Engineering Division (current position)	
<p>Reasons for nomination as a candidate for Director:</p> <p>Since joining the Company, Tatsuya Kaneto has built a high level of trust in his relationships with customers through his work in the Construction and Sales Departments, contributing to improving the business performance of the general branch office.</p> <p>Since assuming the position of Director and General Manager of the Construction Engineering Division, he has reviewed organizations and created a new organization system to improve efficiency and productivity. In addition, he has a track record of actively providing instruction from a leadership position on technological innovation, such as the development of machinery through the introduction of ICT.</p> <p>The Company proposes his reelection, because his excellent management skills will contribute to sustainable growth of the Company.</p>				
7	Satoyuki Yamane (May 1, 1967)	Apr. 1991	Joined the Company	3,900 shares
	Reelection	Apr. 2009	General Manager, Business Administration Department	
	Tenure (At the conclusion of this General Meeting of Shareholders) 4 years	Apr. 2011	General Manager, Management Planning Department, Management Planning Division	
	Attendance at the Board of Directors meetings 13/13 (100%)	Apr. 2013	General Manager of Sales Planning Department, Sales Engineering Division	
		Apr. 2016	Executive Officer and General Manager of Overseas Business Division	
		Apr. 2020	Managing Executive Officer and General Manager of Overseas Business Division	
		June 2022	Director and General Manager of Overseas Business Division (current position)	
<p>Reasons for nomination as a candidate for Director:</p> <p>Satoyuki Yamane has been involved in a broad range of businesses, including business development, management planning and sales planning, and has established an excellent track record in each of these departments since joining the Company.</p> <p>Since assuming the position of Director, he has exhibited a high level of leadership in his current position as General Manager of the Overseas Business Division, winning customer satisfaction and trust, and has contributed to improving the business results of our overseas operations, particularly our subsidiary in the United States.</p> <p>The Company proposes his reelection because his excellent management skills will be beneficial in improving future corporate value.</p>				

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
8	Yoshinobu Wahira (June 15, 1965) Reelection Tenure (At the conclusion of this General Meeting of Shareholders) 3 years Attendance at the Board of Directors meetings 13/13 (100%)	Apr. 1989 Apr. 2011 Apr. 2012 Apr. 2016 Apr. 2018 Apr. 2021 Apr. 2023	Joined the Company General Manager of Sales Engineering Department, Nishinihon Branch Office Deputy General Manager of Nishinihon Branch Office Executive Officer and Deputy General Manager of Nishinihon Branch Office Executive Officer and General Manager of Nishinihon Branch Office Managing Executive Officer and General Manager of Nishinihon Branch Office Director and General Manager of Nishinihon Branch Office (current position)	8,600 shares
	<p>Reasons for nomination as a candidate for Director: Yoshinobu Wahira has broad-ranging work experience in each department of construction and sales, and his track record in each department has been highly evaluated since joining the Company. Since his appointment as Director and General Manager of Nishinihon Branch Office, he has demonstrated his high level of branch management ability to build customer satisfaction and relationship of trust and to contribute to the improvement of business. He has promoted increasing opportunities for active participation by women, actively appointing women to managerial positions and building a system where they can thrive, thereby contributing to the advancement of human capital management. The Company proposes his reelection, because his track record and excellent management skills will contribute to sustainable growth of the Company.</p>			
9	Tsuneo Takahashi (November 29, 1966) Reelection Tenure (At the conclusion of this General Meeting of Shareholders) 1 year Attendance at the Board of Directors meetings 10/10 (100%)	Apr. 1989 Apr. 2013 Apr. 2016 Apr. 2018 Apr. 2021 May 2024 June 2025	Joined The Taiyo Kobe Bank, Limited General Manager of Learning and Development Institute, Human Resources Division of Sumitomo Mitsui Banking Corporation Manager of Tohoku Corporate Business Office of Sumitomo Mitsui Banking Corporation Manager of First Tokyo-chuo Corporate Business Office of Sumitomo Mitsui Banking Corporation Executive Director and General Manager of Small and Medium Enterprises Banking Division of Sumitomo Mitsui Banking Corporation Managing Executive Officer and Deputy General Manager of Business Administration Division of the Company Director and General Manager of Business Administration Division (current position)	3,100 shares
	<p>Reasons for nomination as a candidate for Director: Tsuneo Takahashi has a wide range of knowledge from his experience accumulated at Sumitomo Mitsui Banking Corporation. Since joining the Company, as Director he has clarified issues in the Company's financial and capital policies based on his high level of insight, and been deeply involved with formulating measures aimed at realizing management with an awareness of the cost of capital and share price, as well as investment strategies. By resolutely carrying these out, he has contributed significantly to improving the Company's corporate value. The Company proposes his reelection as he is carrying out his duty as a Director, drawing on his track record and knowledge accumulated to date.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
10	<p style="text-align: center;">Makoto Shirai (September 22, 1976)</p> <p style="text-align: center;">Reelection Outside Independent</p> <p style="text-align: center;">Tenure (At the conclusion of this General Meeting of Shareholders) 10 years</p> <p style="text-align: center;">Attendance at the Board of Directors meetings 13/13 (100%)</p>	<p>Oct. 2003 Registered as an attorney at law</p> <p>Apr. 2008 Securities and Exchange Inspector of Securities and Exchange Surveillance Division, Kanto Local Finance Bureau, Ministry of Finance Japan</p> <p>Apr. 2010 Professional Inspector of Inspection Division, the Executive Bureau of Securities and Exchange Surveillance Commission, Financial Services Agency</p> <p>July 2012 Re-registered as an attorney at law</p> <p>July 2012 Partner of KOHWA SOHGOH LAW OFFICES (current position)</p> <p>June 2016 Outside Director of the Company (current position)</p> <p>July 2018 Outside Audit & Supervisory Board Member of BIT Point Japan Co., Ltd.</p> <p>June 2024 Outside Director of Convano Inc. (current position)</p> <p>June 2025 Outside Corporate Auditor of Osaka Dojima Exchange, Inc. (current position)</p> <p>June 2025 Outside Director of Toyo Securities Co., Ltd. (current position)</p> <p>[Significant concurrent positions outside the Company] Outside Director of Convano Inc. Outside Corporate Auditor of Osaka Dojima Exchange, Inc. Outside Director of Toyo Securities Co., Ltd.</p>	- shares
<p>Reason for nomination as a candidate for outside Director and expected role: Makoto Shirai is the lead independent outside Director and the chair of the Remuneration Committee and Nominating Committee. He fully exercises his supervisory function over the decision-making on important matters related to the management of the Company and business execution from a perspective that is independent of the Company's management team, without getting involved in the Company's management. In addition to his experience at the Ministry of Finance and the Financial Services Agency and his legal knowledge of the Companies Act and financial instruments transactions, he actively provides useful advice based on his high level of knowledge as an attorney at law and from an objective standpoint.</p> <p>He has never been involved in the management of a company except as an outside officer. However, the Company proposes his reelection as an outside Director of the Company because he has a sufficient ability to contribute to sustainable growth of the Company and improvement of corporate value based on the above reasons.</p> <p>He satisfies the Independence Criteria stipulated by the Tokyo Stock Exchange.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
11	<p>Hiroko Shimizu (March 8, 1957)</p> <p>Reelection Outside Independent</p> <p>Tenure (At the conclusion of this General Meeting of Shareholders) 5 years</p> <p>Attendance at the Board of Directors meetings 13/13 (100%)</p>	<p>Apr. 1979 Joined FUJITSU LIMITED</p> <p>Apr. 2002 Representative Director and President of Fujitsu HR Professionals Limited</p> <p>Apr. 2007 Chief General Manager of Service Business Division of FUJITSU LIMITED</p> <p>Aug. 2011 Chief Investigator of National Committee of ISO/IEC JTC1 SC40/WG3</p> <p>Sept. 2013 Senior Managing Executive Officer of HR One Corporation</p> <p>Nov. 2015 Executive Officer of TOKYO SYSTEM RESEARCH CORP.</p> <p>June 2019 Chair of ITES-BPO JIS Drafting Committee</p> <p>June 2021 Outside Director of the Company (current position)</p> <p>June 2022 Outside Director of FUKOKU Co., Ltd. (current position)</p> <p>Sept. 2023 Outside Director (Audit and Supervisory Committee Member) of NIITAKA Co., Ltd. (current position)</p> <p>[Significant concurrent positions outside the Company] Outside Director of FUKOKU Co., Ltd. Outside Director (Audit and Supervisory Committee Member) of NIITAKA Co., Ltd.</p>	- shares
<p>Reason for nomination as a candidate for outside Director and expected role: Hiroko Shimizu is an independent outside Director and a member of the Remuneration Committee and Nominating Committee. She has vast knowledge in the field of information technology and considerable experience in the human resources department, and from a perspective that is independent of the Company's management team, she actively provides supervision and advice on the decision-making of important matters related to the management of the Company and business execution from an objective and neutral standpoint. Due to the reasons above, the Company proposes her reelection as an outside Director of the Company because she has a sufficient ability to contribute to sustainable growth of the Company and improvement of corporate value. She satisfies the Independence Criteria stipulated by the Tokyo Stock Exchange.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
12	<p>Takeshi Nagata (December 16, 1958)</p> <p>Reelection Outside Independent</p> <p>Tenure (At the conclusion of this General Meeting of Shareholders) 5 years</p> <p>Attendance at the Board of Directors meetings 13/13 (100%)</p>	<p>Apr. 1977 Joined Sendai Regional Taxation Bureau</p> <p>July 2009 District Director of Hongo Tax Office</p> <p>July 2015 Assistant Regional Commissioner of Kanazawa Regional Taxation Bureau</p> <p>July 2017 Regional Commissioner of Takamatsu Regional Taxation Bureau</p> <p>Nov. 2019 Registered as a tax accountant Established Takeshi Nagata Tax Accountant Office</p> <p>June 2021 Outside Director of the Company (current position)</p> <p>Mar. 2024 Director of the Japan Sake and Shochu Makers Association (current position)</p> <p>[Significant concurrent positions outside the Company] Director of the Japan Sake and Shochu Makers Association</p>	- shares
<p>Reason for nomination as a candidate for outside Director and expected role: Takeshi Nagata is an independent outside Director and a member of the Remuneration Committee and Nominating Committee. He has vast experience and a high level of knowledge gained through extensive contact with industry in general through tax administration, and from a perspective that is independent of the Company's management team, he actively provides supervision, advice, and other support on the decision-making of important matters related to the management of the Company and business execution from an objective and neutral standpoint. He has never been involved in the management of a company except as an outside officer. However, the Company judges he will appropriately fulfill his duties as outside Director based on the above reasons. Therefore, the Company proposes his reelection as an outside Director of the Company because he has a sufficient ability to contribute to sustainable growth of the Company and improvement of corporate value. He satisfies the Independence Criteria stipulated by the Tokyo Stock Exchange.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
13	<p style="text-align: center;">Hiromi Asano (January 20, 1961)</p> <p style="text-align: center;">Reelection Outside Independent</p> <p style="text-align: center;">Tenure (At the conclusion of this General Meeting of Shareholders) 5 years</p> <p style="text-align: center;">Attendance at the Board of Directors meetings 13/13 (100%)</p>	<p>Apr. 1983 Joined Ministry of Labour</p> <p>Apr. 2000 Assistant Regional Commissioner of Gunma Labor Bureau, and General Manager of Public Employment Security Office, Ministry of Health, Labour and Welfare</p> <p>Apr. 2007 General Manager, Supply and Demand Balancing Department, Tokyo Labor Bureau, Ministry of Health, Labour and Welfare</p> <p>Apr. 2015 Chief Employment Promotion Officer, Public Employment Security Division, Ministry of Health, Labour and Welfare</p> <p>Mar. 2019 Director-General of Tochigi Labour Bureau, Ministry of Health, Labour and Welfare</p> <p>Mar. 2021 Retired from Ministry of Health, Labour and Welfare</p> <p>Apr. 2021 Professor of Graduate School of Business Creation Faculty of Graduate Institute for Entrepreneurial Studies (current position)</p> <p>June 2021 Outside Director of the Company (current position)</p> <p>[Significant concurrent positions outside the Company] Professor of Graduate School of Business Creation Faculty of Graduate Institute for Entrepreneurial Studies</p>	- shares
<p>Reason for nomination as a candidate for outside Director and expected role: Hiromi Asano is an independent outside Director and a member of the Remuneration Committee and Nominating Committee. She has extensive management experience in human resource development and employment management, etc., as well as expertise in these areas, and from a perspective that is independent of the Company's management team, she actively provides useful advice on the decision-making of important matters and business execution of the Company from an objective and neutral standpoint.</p> <p>She has never been involved in the management of a company except as an outside officer. However, the Company judges she will appropriately fulfill her duties as outside Director based on the above reasons.</p> <p>Therefore, the Company proposes her reelection as an outside Director of the Company because she has a sufficient ability to contribute to sustainable growth of the Company and improvement of corporate value.</p> <p>She satisfies the Independence Criteria stipulated by the Tokyo Stock Exchange.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
14	Motoi Sasaki (September 15, 1955) Reelection Outside Independent Tenure (At the conclusion of this General Meeting of Shareholders) 1 year Attendance at the Board of Directors meetings 10/10 (100%)	Apr. 1979 Joined Ministry of Construction Sept. 2011 Deputy Minister for Construction and Transport Policy, Minister's Secretariat, Ministry of Land, Infrastructure, Transport and Tourism July 2012 Director-General, Land, Construction and Industry Bureau, Ministry of Land, Infrastructure, Transport and Tourism Jan. 2014 Vice-Minister, Ministry of Land, Infrastructure, Transport and Tourism July 2015 Secretary General, Secretariat for Promotion of Regional Revitalization, Cabinet Office July 2017 Retired from Cabinet Office June 2018 Representative Director of The Fund for Construction Industry Promotion July 2022 Representative Director of Research Institute of Construction and Economy June 2023 Chair of The National Federation of Housing Corporation (current position) June 2025 Outside Director of the Company (current position) Oct. 2025 Chairman of Research Institute of Construction and Economy (current position) [Significant concurrent positions outside the Company] Chairman of Research Institute of Construction and Economy Chair of The National Federation of Housing Corporation	- shares
Reason for nomination as a candidate for outside Director and expected role: Motoi Sasaki is an independent outside Director and a member of the Remuneration Committee and Nominating Committee. He held several key positions, including Vice-Minister at the Ministry of Land, Infrastructure, Transport and Tourism, after joining the Ministry of Construction. Following his retirement from public service, he has served as the head of various organizations, including the Research Institute of Construction and Economy. He has experience and insight gained through his involvement with social capital development and urban policies. In addition, he has expertise particularly in human resource development and environmental issues. With this background, he actively provides supervision and advice on the Company's management from an objective and neutral standpoint. He has never been involved in the management of a company except as an outside officer. However, the Company proposes his reelection as an outside Director of the Company because it has determined that he will provide highly effective supervision of the Company's management and that his expertise and knowledge will contribute to the Company's sustainable growth and further enhancement of corporate value over the medium to long term based on the above reasons. He satisfies the Independence Criteria stipulated by the Tokyo Stock Exchange.			

- Notes:
- There is no special interest between each of the candidates for Director and the Company.
 - Candidates for Director Makoto Shirai, Hiroko Shimizu, Takeshi Nagata, Hiromi Asano and Motoi Sasaki are candidates for outside Director.
 - The Company has entered into a liability insurance policy with an insurance company for directors and corporate auditors, as stipulated in Article 430-3, paragraph (1) of the Companies Act. The policy will cover losses incurred by an insured in cases where they are sued with a claim for damages by shareholders, third parties, etc., such as compensation for damages and litigation expenses.
If each candidate assumes the office as a Director, they will be included as an insured in this policy.
Insurance premiums for this policy are borne in full by the Company, and the insureds do not bear any of the premiums.
In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.
 - Limited liability agreements with outside Directors
The Articles of Incorporation stipulate that the Company can enter into an agreement with outside Director to limit his/her liability for damages to a certain extent, and the Company has entered into this agreement with Makoto Shirai, Hiroko Shimizu, Takeshi Nagata, Hiromi Asano and Motoi Sasaki. If Makoto Shirai, Hiroko Shimizu, Takeshi Nagata, Hiromi Asano and Motoi Sasaki are reelected, the Company plans to renew this agreement with them (Summary of details of limited liability agreement is as described in Business Report, in Japanese only).
 - Candidates for outside Director Makoto Shirai, Hiroko Shimizu, Takeshi Nagata, Hiromi Asano and Motoi Sasaki satisfy the requirements for an independent officer as provided for by Tokyo Stock Exchange, and the Company has submitted

notification to the aforementioned exchange concerning their designation as independent officers. If Makoto Shirai, Hiroko Shimizu, Takeshi Nagata, Hiromi Asano and Motoi Sasaki are elected as proposed, the Company plans for his/her designation as an independent officer to continue.

Proposal No. 3 Election of One Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member Yasushi Sasaki will expire at the conclusion of this meeting. In that regard, the Company proposes the election of one Audit & Supervisory Board Member. In addition, the consent of the Audit & Supervisory Board has been obtained for this proposal. The candidate for Audit & Supervisory Board Member is as follows:

Name		Current position in the Company
New election	Mayumi Takaoka	Outside Independent

Name (Date of birth)	Career summary, position in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
<p>Mayumi Takaoka (September 17, 1979)</p> <p>New election Outside Independent</p> <p>Tenure (At the conclusion of this General Meeting of Shareholders) - years</p> <p>Attendance at the Board of Directors meetings -/- (-%)</p> <p>Attendance at the Audit & Supervisory Board meetings -/- (-%)</p>	<p>Oct. 2001 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>May 2005 Registered as a certified public accountant</p> <p>Jan. 2018 Representative of Takaoka CPA Office (current position)</p> <p>Nov. 2021 Full-time Audit & Supervisory Board Member of MyRefer Inc. (currently TalentX Inc.)</p> <p>Dec. 2022 Full-time Audit & Supervisory Board Member of Okan Inc.</p> <p>Apr. 2024 Outside Audit & Supervisory Board Member of ELESTYLE, Inc. (current position)</p> <p>June 2024 Outside Auditor of Innovative Space Carrier Inc. (current position)</p> <p>Dec. 2024 Outside Auditor of TSUNAGU GROUP HOLDINGS Inc. (current position)</p> <p>[Significant concurrent positions outside the Company]</p> <p>Outside Audit & Supervisory Board Member of ELESTYLE, Inc.</p> <p>Outside Auditor of Innovative Space Carrier Inc.</p> <p>Outside Auditor of TSUNAGU GROUP HOLDINGS Inc.</p>	- shares

Reason for nomination as a candidate for outside Audit & Supervisory Board Member:
 Mayumi Takaoka has extensive knowledge and insight as a certified public accountant, including serving as a Representative of a CPA Office and an Auditor at another company. The Company proposes her election as outside Audit & Supervisory Board Member because it has been determined that she can provide appropriate guidance and advice on overall management based on her extensive experience and highly specialized perspective, and that she is skilled in supervising the duties of directors and auditing legality. There is no special interest between the candidate and the Company. She satisfies the Independence Criteria stipulated by the Tokyo Stock Exchange.

- Notes:
- There is no special interest between the candidate and the Company.
 - Audit & Supervisory Board Member candidate Mayumi Takaoka is a candidate for outside Audit & Supervisory Board Member.
 - The Company has entered into a liability insurance policy with an insurance company for directors and corporate auditors, as stipulated in Article 430-3, paragraph (1) of the Companies Act. The policy will cover losses incurred by an insured in cases where they are sued with a claim for damages by shareholders, third parties, etc., such as compensation for damages and litigation expenses.
 If the candidate assumes the office as an Audit & Supervisory Board Member, they will be included as an insured in this policy.
 Insurance premiums for this policy are borne in full by the Company, and the insureds do not bear any of the premiums. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.
 - Limited liability agreements with outside Audit & Supervisory Board Members
 The Articles of Incorporation stipulate that the Company can enter into agreements with outside Audit & Supervisory Board Members to limit their liability for damages to a certain extent. If Mayumi Takaoka is elected, the Company plans to enter into this agreement with her (Summary of details of limited liability agreement is as described in Business Report, in Japanese only).
 - Candidate for outside Audit & Supervisory Board Member Mayumi Takaoka satisfies the requirements for an independent officer as provided for by Tokyo Stock Exchange, and the Company has submitted notification to the aforementioned exchange concerning her designation as an independent officer.

(Reference) Knowledge, experience and capabilities of Directors and Audit & Supervisory Board Members (skill matrix)

The tables below provide a skill matrix of the Directors and Audit & Supervisory Board Members in the case of Proposal No. 2 and Proposal No. 3 being approved and adopted in their original forms.

Knowledge, experience and capabilities of Directors (skill matrix)

Name	Position and responsibility in the Company	Corporate Management/ Management Strategy	Finance/ Accounting	Sales/ Marketing	Technology/ R&D	IT/DX	Legal affairs/ Compliance/Risk Management	Personnel and labor/ Human resources development	ESG/ Sustainability	Global
Kazuhiro Akutsu	President and Representative Director	◎			◎	○	○		◎	○
Kohei Kawamura	Senior Managing Director General Manager of Safety, Health, Environment Division	◎		◎		○	○	◎		
Akinobu Yamamoto	Senior Managing Director General Manager of Construction Business Division	○		◎			◎		○	
Yusuke Murai	Managing Director General Manager of Kanto Branch Office	◎		◎			○	○		
Osamu Kawamoto	Managing Director General Manager of Sales Engineering Division	◎		◎	○	○	○			
Tatsuya Kaneto	Managing Director General Manager of Construction Engineering Division	◎		○	◎	○	○	○		
Satoyuki Yamane	Managing Director General Manager of Management Planning Division	○	◎	○			○		○	◎
Tsuneo Takahashi	Managing Director General Manager of Business Administration Division	○	◎			○	◎	◎		
Yoshinobu Wahira	Director General Manager of Nishinohon Branch Office	○		◎		○	○			
Makoto Shirai	Lead independent outside Director	○	◎				◎	○	◎	
Hiroko Shimizu	Independent outside Director	◎		○		◎	○	◎		
Takeshi Nagata	Independent outside Director		◎				○	○		
Hiromi Asano	Independent outside Director						○	◎	○	
Motoi Sasaki	Independent outside Director						○	◎	○	○

* We mark ○ to the fields in which each person has expertise. Among them, ◎ is added to the section that can be evaluated as having high ability in the knowledge and experience that is particularly required.

Knowledge, experience and capabilities of Audit & Supervisory Board Members (skill matrix)

Name	Position and responsibility in the Company	Corporate Management/Management Strategy	Finance/Accounting	Sales/Marketing	Technology/R&D	IT/DX	Legal affairs/Compliance/Risk Management	Personnel and labor/Human resources development	ESG/Sustainability	Global
Tsutomu Sato	Standing Audit & Supervisory Board Member		◎				◎	○	◎	
Tokiko Maruno	Outside Audit & Supervisory Board Member		○				◎	◎	○	
Nobuo Iida	Outside Audit & Supervisory Board Member	◎	◎	◎			○	○	○	
Mayumi Takaoka	Outside Audit & Supervisory Board Member	○	◎			○	◎		○	

* We mark ○ to the fields in which each person has expertise. Among them, ◎ is added to the section that can be evaluated as having high ability in the knowledge and experience that is particularly required.

Definition of skills

Corporate Management/Management Strategy	Possess knowledge and experience in corporate management and important corporate decision-making
Finance/Accounting	Possess finance and accounting knowledge necessary for management decision-making and a high level of expertise in financial strategies, etc.
Sales/Marketing	Possess knowledge and experience in sales and marketing
Technology/R&D	Possess experience and insights in R&D to promote R&D of the Company's business
IT/DX	Possess skills to promote the improvement of the business process through the utilization of IT and DX
Legal affairs/Compliance/Risk Management	Possess knowledge and experience in legal affairs, compliance and risk management necessary for business operation
Personnel and labor/Human resources development	Possess experience in organizational development as well as human resources education and development, and skills necessary to promote management of human capital
ESG/Sustainability	Possess extensive knowledge in ESG with a perspective of sustainability management
Global	Possess knowledge and experience in global business