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(Stock Exchange Code 1969)

(Dispatch date) June 5, 2026

(Start date of measures for provision in electronic format) June 1, 2026

To Shareholders with Voting Rights:

Kazuhito Kojima
President and Representative Director
Takasago Thermal Engineering Co., Ltd.
6-27-30, Shinjuku, Shinjuku-ku, Tokyo

**NOTICE OF
THE 146TH ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage. Takasago Thermal Engineering Co., Ltd. (the “Company”) hereby notifies you as follows that the 146th Ordinary General Meeting of Shareholders of the Company will be held as described below. In the convocation of this General Meeting, we are taking electronic provision measures for information constituting the contents of reference documents, etc. (matters subject to measures for provision in electronic format) and have published these as “NOTICE OF THE 146TH ORDINARY GENERAL MEETING OF SHAREHOLDERS” on our website below, so please confirm by accessing our website below.

Our website: <https://www.tte-net.com/english/ir/meeting.html>



Other than the above website, the matters subject to measures for provision in electronic format are also published on the website of the Tokyo Stock Exchange (TSE), so please confirm by accessing the following TSE website (Listed Company Search), entering the issuer name (company name) or securities code and clicking “Search,” and selecting “Basic information” and “Documents for public inspection/PR information.”

TSE website (Listed Company Search)
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Shouhow>



If you are unable to attend, please examine the attached Reference Documents for the General Meeting of Shareholders and [exercise your voting rights in advance in writing by submitting the Voting Rights Exercise Form or via the Internet](#) by 5:30 p.m. on Wednesday, June 24, 2026 Japan time.

- 1. Date and Time:** Thursday, June 25, 2026 at 10:00 a.m. Japan time (reception will open at 9:00 a.m.)
- 2. Place:** Sky Banquet Room “Starlight” on the 43rd Floor of the Main Tower of Keio Plaza Hotel located at 2-2-1, Nishi-Shinjuku, Shinjuku-ku, Tokyo, Japan

*Although the meeting will be held at the same hotel as last year, the floor and meeting room will be different, so please ensure that you go to the correct place.

3. Meeting Agenda:

Matters to be reported: The Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements for the Company's 146th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements

Proposals to be resolved:

Proposal 1: Distribution of Surplus

Proposal 2: Election of Eight Directors (excluding Directors who are Audit and Supervisory Committee Members)

~~~~~Notice~~~~~

Of the matters subject to measures for provision in electronic format, the Company has not included the following matters in the written document to be delivered to shareholders who request delivery of written document pursuant to laws, regulations, and the provisions of the Company's Articles of Incorporation. The Audit and Supervisory Committee and the Accounting Auditor have audited the documents subject to audit, including the following matters.

- 1) Business Report: the "Outline of Content of Resolution for Development of Systems for Ensuring Properness of Business Activities and Operation of Such System" and the "Basic Policy Regarding Control of Stock Company"
- 2) Consolidated Financial Statements: the "Consolidated Notes" and the "Consolidated Statements of Changes in Net Assets"
- 3) Non-consolidated Financial Statements: the "Individual Notes" and the "Statements of Changes in Net Assets"

Should the matters subject to measures for provision in electronic format require revisions, the Company will make an announcement to such effect and post the matters before revision and after revision on the Company's website and TSE website stated above.

# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### **Proposal 1:** Distribution of Surplus

The Company positions the return of profits to its shareholders as one of the most important management issues. With a basic principle of returning value to shareholders through dividends, our policy is to provide progressive dividends, which are increased according to sustainable profit growth, with a target payout ratio of 40%.

Based on this basic policy, the year-end dividend for the 146th fiscal year is proposed as below.

The Company conducted a share split at a ratio of two-for-one effective on October 1, 2025. If it is assumed that the share split was conducted at the beginning of the 146th fiscal year, the interim dividend per share will be ¥43 and the total annual dividend per share will be ¥115.

Matters related to year-end dividend

1. Type of dividend assets:  
Cash
2. Items relating to the allocation of dividend assets to shareholders and its total amount  
¥72 per share of common stock of the Company  
Total amount: ¥ 9,602,022,456
3. Effective date of payment of dividend from surplus  
June 26, 2026

**Proposal 2:** Election of Eight Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all eight Directors (excluding Directors who are Audit and Supervisory Committee Members; the same applies below in this proposal) will expire at the conclusion of this General Meeting.

Accordingly, the election of eight Directors is proposed.

This proposal was determined after deliberation at the Governance, Nomination and Compensation Committee, a majority of whose members are the Company's independent Outside Directors and which is chaired by an independent Outside Director.

In addition, the Audit and Supervisory Committee reviewed this proposal and did not express any particular opinion.

The candidates for Directors are as follows.

| No. |              | Name (Age)           |                                          | Current positions in the Company                                                         | Attendance at Board of Directors' meetings |
|-----|--------------|----------------------|------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------|
| 1   | Reelection   | Kazuhito Kojima (64) |                                          | President and Representative Director                                                    | 100% (12/12 meetings)                      |
| 2   | Reelection   | Hiroshi Kubota (64)  |                                          | Director and Executive Vice President                                                    | 100% (12/12 meetings)                      |
| 3   | Reelection   | Tadashi Kamiya (62)  |                                          | Director and Senior Managing Executive Officer                                           | 100% (12/12 meetings)                      |
| 4   | New Election | Ichiro Yamamoto (58) |                                          | Executive Officer                                                                        | -% (-/- meetings)                          |
| 5   | Reelection   | Shuma Uchino (71)    | Outside Director<br>Independent Director | Outside Director<br>Chairperson of the Board of Directors                                | 100% (12/12 meetings)                      |
| 6   | Reelection   | Atsushi Takagi (58)  | Outside Director<br>Independent Director | Outside Director<br>Chairperson of the Governance, Nomination and Compensation Committee | 100% (12/12 meetings)                      |
| 7   | Reelection   | Yoko Seki (55)       | Outside Director<br>Independent Director | Outside Director                                                                         | 100% (12/12 meetings)                      |
| 8   | Reelection   | Hideka Morimoto (69) | Outside Director<br>Independent Director | Outside Director                                                                         | 100% (12/12 meetings)                      |

(Note) The positions of the above candidates for Directors are those at the time of the preparation of these reference documents.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                  |                                                 |            |
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| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Kazuhito Kojima                                                                                                                                                  | Date of birth: September 6, 1961 (64 years old) | Reelection |
| Term of office as Director (at the conclusion of this General Meeting):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                  | 7 years                                         |            |
| Number of shares of the Company held:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                  | 193,478                                         |            |
| (of the shares above, number of shares to be delivered pursuant to stock compensation program: 128,053)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                  |                                                 |            |
| Attendance at Board of Directors' meetings:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                  | 100% (12/12 meetings)                           |            |
| Past experience, positions, and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                  |                                                 |            |
| April 1984                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Joined the Company                                                                                                                                               |                                                 |            |
| April 2015                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Administration Officer; Branch General Manager, Yokohama Branch, East Japan Headquarters                                                                         |                                                 |            |
| April 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Executive Officer                                                                                                                                                |                                                 |            |
| April 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Branch General Manager, Osaka Branch                                                                                                                             |                                                 |            |
| April 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Group General Manager, Management Strategy Headquarters                                                                                                          |                                                 |            |
| June 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Director and Executive Officer                                                                                                                                   |                                                 |            |
| April 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | President and Representative Director, COO<br>In charge of work style reform<br>In charge of Global Business Planning Headquarters                               |                                                 |            |
| April 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | In charge of Global Business Planning Headquarters<br>In charge of Research and Development Headquarters                                                         |                                                 |            |
| April 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | In charge of Global Business Planning Headquarters<br>In charge of Research and Development Headquarters<br>In charge of Finance & Investor Relations Department |                                                 |            |
| June 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | President and Representative Director<br>To the present                                                                                                          |                                                 |            |
| Material concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                  |                                                 |            |
| Chair, Air-Conditioning & Plumbing Contractors Association of Japan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                  |                                                 |            |
| Reason for nomination as a candidate for Director<br>Mr. Kazuhito Kojima has accumulated a wealth of experience and deep insight into design and installation of building facilities with regard to the Company group's business through executing its air conditioning equipment business. Also, he has fulfilled his executive responsibilities through formulation of medium-term business plans and annual business plans, organizational reform and corporate planning with ESG and the SDGs in mind. The Company again nominates him as a candidate for Director, expecting that he would enhance the Company group's sustainable growth and its mid- to long-term corporate value, and revitalize, and strengthen the function of, the Board of Directors as President and Representative Director. |                                                                                                                                                                  |                                                 |            |

(Note) There are no special interests between Mr. Kazuhito Kojima and the Company.

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| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Hiroshi Kubota                                                                                                                                                                                                                                                                               | Date of birth: August 14, 1961 (64 years old) | Reelection |
| Term of office as Director (at the conclusion of this General Meeting):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                              | 4 years                                       |            |
| Number of shares of the Company held:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                              | 67,875                                        |            |
| (of the shares above, number of shares to be delivered pursuant to stock compensation program: 47,247)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                              |                                               |            |
| Attendance at Board of Directors' meetings:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                              | 100% (12/12 meetings)                         |            |
| Past experience, positions, and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                              |                                               |            |
| April 1985                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Joined the Company                                                                                                                                                                                                                                                                           |                                               |            |
| April 2016                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Administration Officer; General Manager, Sales & Marketing 1, Tokyo Main Office, East Japan Headquarters                                                                                                                                                                                     |                                               |            |
| April 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Deputy General Manager, Tokyo Main Office                                                                                                                                                                                                                                                    |                                               |            |
| April 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | General Manager, Sales & Marketing Management Division, Business in Japan Headquarters                                                                                                                                                                                                       |                                               |            |
| April 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Executive Officer; General Manager, Sales & Marketing Management Division, Business Management Headquarters                                                                                                                                                                                  |                                               |            |
| April 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Group General Manager, Sales & Marketing Headquarters                                                                                                                                                                                                                                        |                                               |            |
| April 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Managing Executive Officer                                                                                                                                                                                                                                                                   |                                               |            |
| June 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Director and Managing Executive Officer<br>Chief Executive Officer of Sales & Marketing Headquarters<br>In charge of Sales & Marketing Headquarters                                                                                                                                          |                                               |            |
| April 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Chief Executive Officer of Sales & Marketing Headquarters                                                                                                                                                                                                                                    |                                               |            |
| April 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Director and Executive Vice President<br>Chief Executive Officer of Sales & Marketing Headquarters<br>In charge of Research and Development Headquarters                                                                                                                                     |                                               |            |
| April 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Representative Director and Executive Vice President<br>Chief Executive Officer of Sales & Marketing Headquarters<br>In charge of Research and Development Headquarters<br>In charge of Carbon Neutral Business Headquarters<br>In charge of Corporate Management Division<br>To the present |                                               |            |
| Material concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                              |                                               |            |
| Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                              |                                               |            |
| Reason for nomination as a candidate for Director<br>Mr. Hiroshi Kubota has been involved in the sales and marketing departments for many years and serves as the Chief Executive Officer of the Sales & Marketing Headquarters, which manages the sales and marketing of the Company group. Mr. Kubota has fulfilled his executive responsibilities through the development and maintenance of the Company group's internal control systems based on his wealth of experience. The Company again nominates him as a candidate for Director, expecting that, in light of his background, he would enhance the Company group's sustainable growth and its mid- to long-term corporate value, and revitalize, and strengthen the function of, the Board of Directors as Representative Director and Executive Vice President. |                                                                                                                                                                                                                                                                                              |                                               |            |

(Note) There are no special interests between Mr. Hiroshi Kubota and the Company.

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| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Tadashi Kamiya                                                                                                                                                                                                                                                            | Date of birth: October 19, 1963 (62 years old) | Reelection |
| Term of office as Director (at the conclusion of this General Meeting):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                           | 7 years                                        |            |
| Number of shares of the Company held:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                           | 79,817                                         |            |
| (of the shares above, number of shares to be delivered pursuant to stock compensation program: 58,817)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                           |                                                |            |
| Attendance at Board of Directors' meetings:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                           | 100% (12/12 meetings)                          |            |
| Past experience, positions, and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                           |                                                |            |
| April 1986                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Joined the Company                                                                                                                                                                                                                                                        |                                                |            |
| April 2016                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Administration Officer; General Manager, Engineering Division, Engineering Headquarters                                                                                                                                                                                   |                                                |            |
| April 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Executive Officer                                                                                                                                                                                                                                                         |                                                |            |
| April 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Deputy Group General Manager, Business Management Headquarters<br>In charge of work style reform                                                                                                                                                                          |                                                |            |
| June 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Director and Executive Officer                                                                                                                                                                                                                                            |                                                |            |
| April 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Director and Managing Executive Officer<br>In charge of Quality Environment & Safety Control<br>In charge of Japanese Group Companies<br>In charge of Business Management Headquarters                                                                                    |                                                |            |
| April 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Group General Manager of Business Management Headquarters<br>In charge of Quality Environment & Safety Control<br>In charge of Total Engineering<br>In charge of Group Companies<br>In charge of Sales & Marketing Headquarters                                           |                                                |            |
| June 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Group General Manager of Business Management Headquarters<br>In charge of Quality Environment & Safety Control<br>In charge of Total Engineering<br>In charge of Group Companies                                                                                          |                                                |            |
| April 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Chief Executive Officer of Technical Engineering Headquarters<br>In charge of Group Companies Management<br>In charge of Business Strategy Management Department                                                                                                          |                                                |            |
| April 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Director and Senior Managing Executive Officer<br>To the present<br>Chief Executive Officer of Technical Engineering Headquarters<br>In charge of Group Companies Management<br>In charge of DX Management sector<br>In charge of Business Strategy Management Department |                                                |            |
| April 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Chief Executive Officer of Technical Engineering Headquarters<br>In charge of Group Companies Management<br>To the present                                                                                                                                                |                                                |            |
| Material concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                           |                                                |            |
| Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                           |                                                |            |
| Reason for nomination as a candidate for Director<br>Mr. Tadashi Kamiya has accumulated a wealth of experience and deep insight into design and installation of building facilities with regard to the Company group's business through executing its air conditioning equipment business. Also, he has fulfilled his executive responsibilities through managing its air conditioning business and increasing productivity. The Company again nominates him as a candidate for Director, expecting that he would enhance the Company group's sustainable growth and its mid- to long-term corporate value, and revitalize, and strengthen the function of, the Board of Directors as the person in charge of core business management. |                                                                                                                                                                                                                                                                           |                                                |            |

(Note) There are no special interests between Mr. Tadashi Kamiya and the Company.

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| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Ichiro Yamamoto                                                                                                                                         | Date of birth: October 26, 1967 (58 years old) | New Election |
| Term of office as Director (at the conclusion of this General Meeting):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                         | - year                                         |              |
| Number of shares of the Company held:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                         | 21,823                                         |              |
| (of the shares above, number of shares to be delivered pursuant to stock compensation program: 15,661)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                         |                                                |              |
| Attendance at Board of Directors' meetings:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                         | - % (-/- meetings)                             |              |
| Past experience, positions, and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                         |                                                |              |
| April 1993                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Joined the Company                                                                                                                                      |                                                |              |
| April 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Administration Officer; Deputy Chief Executive Officer of Research and Development Headquarters; General Manager of New Technology Development Division |                                                |              |
| October 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Executive Officer<br>To the present                                                                                                                     |                                                |              |
| April 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Chief Executive Officer of Research & Development Headquarters<br>To the present                                                                        |                                                |              |
| Material concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                         |                                                |              |
| Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                         |                                                |              |
| Reason for nomination as a candidate for Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                         |                                                |              |
| Mr. Ichiro Yamamoto has accumulated a wealth of experience in design and installation fields and deep insight into overall technology through executing its air conditioning equipment business, and in particular, he has assumed significant responsibility in the Company's industrial facilities installation and engineering businesses. Through those experiences, he has fulfilled his executive responsibilities in the Company's research and development. The Company nominates him as a candidate for Director, expecting that he would enhance the Company group's sustainable growth and its mid- to long-term corporate value, and revitalize, and strengthen the function of, the Board of Directors as the person in charge of the research and development and new businesses. |                                                                                                                                                         |                                                |              |

(Note) There are no special interests between Mr. Ichiro Yamamoto and the Company.

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| 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Shuma Uchino                                                                                                                      | Date of birth: June 29, 1954 (71 years old)                    | Reelection | Outside Director | Independent Director |
| Term of office as Outside Director (at the conclusion of this General Meeting):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                   | 6 years (including term of office from June 2016 to June 2018) |            |                  |                      |
| Number of shares of the Company held:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                   | 1,367                                                          |            |                  |                      |
| Attendance at Board of Directors' meetings:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                   | 100% (12/12 meetings)                                          |            |                  |                      |
| Past experience, positions, and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                   |                                                                |            |                  |                      |
| April 1978                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Joined Mitsubishi Corporation                                                                                                     |                                                                |            |                  |                      |
| April 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Executive Officer, Mitsubishi Corporation (Managing Executive Officer, Mitsubishi Motors Corporation)                             |                                                                |            |                  |                      |
| July 2010                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Executive Officer; General Manager, Corporate Accounting Department, Mitsubishi Corporation                                       |                                                                |            |                  |                      |
| November 2010                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Executive Officer; General Manager, Corporate Accounting Department; Assistant to Chief Financial Officer, Mitsubishi Corporation |                                                                |            |                  |                      |
| April 2013                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Executive Vice President; Chief Financial Officer (CFO), Mitsubishi Corporation                                                   |                                                                |            |                  |                      |
| June 2013                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Representative Director and Executive Vice President; Chief Financial Officer (CFO), Mitsubishi Corporation                       |                                                                |            |                  |                      |
| April 2016                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Representative Director, Mitsubishi Corporation                                                                                   |                                                                |            |                  |                      |
| June 2016                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Advisor, Mitsubishi Corporation                                                                                                   |                                                                |            |                  |                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Outside Director, the Company (resigned in June 2018)                                                                             |                                                                |            |                  |                      |
| June 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Senior Audit & Supervisory Board Member (full time), Mitsubishi Corporation                                                       |                                                                |            |                  |                      |
| June 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Full-time Audit & Supervisory Board Member, Mitsubishi Corporation                                                                |                                                                |            |                  |                      |
| June 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Outside Director (Audit and Supervisory Committee Member), Digital Garage, Inc.                                                   |                                                                |            |                  |                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | To the present                                                                                                                    |                                                                |            |                  |                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Outside Director, the Company                                                                                                     |                                                                |            |                  |                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | To the present                                                                                                                    |                                                                |            |                  |                      |
| June 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chairperson of the Board of Directors, the Company                                                                                |                                                                |            |                  |                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | To the present                                                                                                                    |                                                                |            |                  |                      |
| Material concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                   |                                                                |            |                  |                      |
| Outside Director (Audit and Supervisory Committee Member), Digital Garage, Inc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                   |                                                                |            |                  |                      |
| Reason for nomination as a candidate for Outside Director and outline of expected role                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                   |                                                                |            |                  |                      |
| <p>Mr. Shuma Uchino has a wealth of experience and insight as a representative director and CFO of a general trading company. The Company again nominates him as a candidate, expecting that he would supervise the management and execute the checking function from an independent perspective by drawing on his experience and insight and that he would appropriately perform his duties as Outside Director, including the provision of valuable suggestions and opinions to the Company's management. Mr. Uchino currently serves as the Chairperson of the Board of Directors, and the Company expects him to continue to contribute to the operation of a highly effective Board of Directors. Although the Company has a normal business relationship with Mitsubishi Corporation, the company to which Mr. Uchino belonged, the Company has judged that his independence as Outside Director is secured as the amount of trading with that company is nominal, accounting for 0.00% (truncated to the second decimal place) of the net sales of the Company. The Company's criteria of independence for Outside Officers are as stated below in Article 1 of the Reference.</p> |                                                                                                                                   |                                                                |            |                  |                      |

(Notes)

1. There are no special interests between Mr. Shuma Uchino and the Company.
2. Mr. Shuma Uchino is a candidate for Outside Director.
3. The Company has concluded a liability limitation agreement with Mr. Shuma Uchino to limit his liabilities for damages to the aggregated amount set out in each item of Article 425, Paragraph 1

of the Companies Act, concerning the liabilities under Article 423, Paragraph 1 of the Companies Act, if gross negligence has not been committed and he performs his duties in good faith. If Mr. Uchino is reelected as Director and assumes office, the Company plans to continue such agreement with him.

4. If the proposal of the election of Mr. Shuma Uchino is approved, he will continue to be designated as an independent officer stipulated in Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange. The Company plans to report such designation to the Tokyo Stock Exchange.

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| 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Atsushi Takagi                                                                                         | Date of birth:<br>October 3, 1967 (58<br>years old) | Reelection | Outside<br>Director | Independent<br>Director |
| Term of office as Outside<br>Director (at the conclusion of<br>this General Meeting):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                        | 4 years                                             |            |                     |                         |
| Number of shares of the<br>Company held:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                        | 683                                                 |            |                     |                         |
| Attendance at Board of<br>Directors' meetings:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        | 100% (12/12 meetings)                               |            |                     |                         |
| Past experience, positions, and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                        |                                                     |            |                     |                         |
| April 1991                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Joined Nomura Research Institute, Ltd.                                                                 |                                                     |            |                     |                         |
| September<br>1997                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Joined Morgan Stanley Japan, Ltd.                                                                      |                                                     |            |                     |                         |
| December<br>2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Managing Director, Morgan Stanley Japan, Ltd.                                                          |                                                     |            |                     |                         |
| October<br>2015                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Deputy General Manager, Research Division, Morgan Stanley Japan, Ltd.                                  |                                                     |            |                     |                         |
| November<br>2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Representative Director, Infrastructure Research & Advisors Co., Ltd. To<br>the present                |                                                     |            |                     |                         |
| June 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Non-Executive Director, MAEDA CORPORATION<br>To the present                                            |                                                     |            |                     |                         |
| April 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Advisor, the Company                                                                                   |                                                     |            |                     |                         |
| October<br>2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Outside Director; Chairperson of Compensation Committee, INFRONEER<br>Holdings Inc.<br>To the present  |                                                     |            |                     |                         |
| June 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Outside Director, the Company<br>To the present                                                        |                                                     |            |                     |                         |
| June 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Chairperson of the Governance, Nomination and Compensation Committee, the<br>Company<br>To the present |                                                     |            |                     |                         |
| Material concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                        |                                                     |            |                     |                         |
| Representative Director, Infrastructure Research & Advisors Co., Ltd.<br>Non-Executive Director, MAEDA CORPORATION<br>Outside Director and Chairperson of Compensation Committee, INFRONEER Holdings Inc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                        |                                                     |            |                     |                         |
| Reason for nomination as a candidate for Outside Director and outline of expected role                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                        |                                                     |            |                     |                         |
| <p>Mr. Atsushi Takagi has experience working as an analyst at security firms, considerable expertise regarding finance, and wide-ranging insight regarding the construction section. The Company again nominates him as a candidate, expecting that he would supervise the management and execute the checking function from an objective perspective independent from management of business by drawing on his experience, expertise and insight, and appropriately perform his duties as Outside Director including the provision of valuable suggestions and opinions to the Company's management. In addition, Mr. Takagi currently serves as the Chairperson of the Governance, Nomination and Compensation Committee, which is an advisory body voluntarily established to provide consultation to the Board of Directors, and the Company expects him to continue to contribute to the continuous enhancement of corporate governance.</p> <p>Mr. Takagi served as a part-time advisor during the period from April 2021 to June 2022, when he was elected as the Company's Outside Director at the Ordinary General Meeting of Shareholders, based on the premise that he would assume office as an Outside Director of the Company. As the advisory services he provided consisted of offering advice from the standpoint of an independent outsider, and as the advisory compensation paid to him was not a large amount (less than ten million yen), the Company has judged that his independence as Outside Director is secured. The Company's criteria of independence for Outside Officers are as stated below in Article 1 of the Reference.</p> |                                                                                                        |                                                     |            |                     |                         |

(Notes)

1. There are no special interests between Mr. Atsushi Takagi and the Company.
2. Mr. Atsushi Takagi is a candidate for Outside Director.
3. The Company has concluded a liability limitation agreement with Mr. Atsushi Takagi to limit his liabilities for damages to the aggregated amount set out in each item of Article 425, Paragraph 1 of the Companies Act, concerning the liabilities under Article 423, Paragraph 1 of the Companies Act, if gross negligence has not been committed and he performs his duties in good faith. If Mr. Takagi is reelected as Director and assumes office, the Company plans to continue such agreement with him.
4. If the proposal of the election of Mr. Atsushi Takagi is approved, he will continue to be designated as an independent officer stipulated in Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange. The Company plans to report such designation to the Tokyo Stock Exchange.

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| 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Yoko Seki                                                                                                       | Date of birth:<br>August 30, 1970<br>(55 years old) | Reelection | Outside<br>Director | Independent<br>Director |
| Term of office as Outside Director (at the conclusion of this General Meeting):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                 | 7 years                                             |            |                     |                         |
| Number of shares of the Company held:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                 | 683                                                 |            |                     |                         |
| Attendance at Board of Directors' meetings:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                 | 100% (12/12 meetings)                               |            |                     |                         |
| Past experience, positions, and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                 |                                                     |            |                     |                         |
| April 1995                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)                                                  |                                                     |            |                     |                         |
| October 2002                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Registered as attorney<br>Joined Baba & Sawada Law Office                                                       |                                                     |            |                     |                         |
| November 2002                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Registered as certified public accountant                                                                       |                                                     |            |                     |                         |
| December 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Joined Ginza Prime Law Office<br>To the present                                                                 |                                                     |            |                     |                         |
| June 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Outside Corporate Auditor, Mitsui Life Insurance Company, Ltd. (currently TAIJU LIFE INSURANCE COMPANY LIMITED) |                                                     |            |                     |                         |
| November 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Supervisory Director, AEON REIT Investment Corporation<br>To the present                                        |                                                     |            |                     |                         |
| April 2014                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Professor at Kokushikan University<br>To the present                                                            |                                                     |            |                     |                         |
| July 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Outside Corporate Auditor, NIPPON VIEW HOTEL Co., Ltd                                                           |                                                     |            |                     |                         |
| June 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Outside Director, the Company<br>To the present                                                                 |                                                     |            |                     |                         |
| Material concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                 |                                                     |            |                     |                         |
| Supervisory Director, AEON REIT Investment Corporation<br>Partner, Ginza Prime Law Office                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                 |                                                     |            |                     |                         |
| Reason for nomination as a candidate for Outside Director and outline of expected role<br>Ms. Yoko Seki has a wealth of experience and insight as an attorney and a certified public accountant. The Company again nominates her as a candidate, expecting that she would supervise the management and execute the checking function from an objective perspective independent from management of business by drawing on her experience and insight.<br>Although Ms. Seki has not participated in corporate management except as an outside director or outside company auditor, the Company has judged that she would appropriately perform her duties as Outside Director, including the provision of valuable suggestions and opinions to the Company's management, due to the above reasons. The Company's criteria of independence for Outside Officers are as stated below in Article 1 of the Reference. |                                                                                                                 |                                                     |            |                     |                         |

(Notes)

1. There are no special interests between Ms. Yoko Seki and the Company.
2. Ms. Yoko Seki is a candidate for Outside Director.
3. The Company has concluded a liability limitation agreement with Ms. Yoko Seki to limit her liabilities for damages to the aggregated amount set out in each item of Article 425, Paragraph 1 of the Companies Act, concerning the liabilities under Article 423, Paragraph 1 of the Companies Act, if gross negligence has not been committed and she performs her duties in good faith. If Ms. Seki is reelected as Director and assumes office, the Company plans to continue such agreement with her.
4. If the proposal of the election of Ms. Yoko Seki is approved, she will continue to be designated as an independent officer stipulated in Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange. The Company plans to report such designation to the Tokyo Stock Exchange.

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| 8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Hideka Morimoto                                                                                                                                                | Date of birth:<br>January 4, 1957<br>(69 years old) | Reelection | Outside<br>Director | Independent<br>Director |
| Term of office as Outside Director (at the conclusion of this General Meeting):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                | 5 years                                             |            |                     |                         |
| Number of shares of the Company held:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                | 1,367                                               |            |                     |                         |
| Attendance at Board of Directors' meetings:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                | 100% (12/12 meetings)                               |            |                     |                         |
| Past experience, positions, and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                |                                                     |            |                     |                         |
| April 1981                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Joined the Environment Agency (currently Ministry of Environment)                                                                                              |                                                     |            |                     |                         |
| August 2011                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Councillor, Cabinet Secretariat and Director-General of the Task Force for the Reform of Nuclear Safety Regulations and Organizations, the Cabinet Secretariat |                                                     |            |                     |                         |
| September 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Deputy Secretary General, the Nuclear Regulation Agency                                                                                                        |                                                     |            |                     |                         |
| July 2014                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Director General, Ministry of Environment                                                                                                                      |                                                     |            |                     |                         |
| July 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Administrative Vice-Minister, Ministry of Environment                                                                                                          |                                                     |            |                     |                         |
| July 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Advisor, Ministry of Environment                                                                                                                               |                                                     |            |                     |                         |
| April 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Professor at Waseda University, School of Law                                                                                                                  |                                                     |            |                     |                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | To the present                                                                                                                                                 |                                                     |            |                     |                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Advisor, the Company                                                                                                                                           |                                                     |            |                     |                         |
| June 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Outside Director, the Company                                                                                                                                  |                                                     |            |                     |                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | To the present                                                                                                                                                 |                                                     |            |                     |                         |
| March 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Outside Director, INPEX CORPORATION                                                                                                                            |                                                     |            |                     |                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | To the present                                                                                                                                                 |                                                     |            |                     |                         |
| Material concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                |                                                     |            |                     |                         |
| Outside Director, INPEX CORPORATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                |                                                     |            |                     |                         |
| Reason for nomination as a candidate for Outside Director and outline of expected role                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                |                                                     |            |                     |                         |
| <p>Mr. Hideka Morimoto has a wealth of experience and insight into the fields of public administration and environment. The Company again nominates him as a candidate, expecting that he would supervise the management and execute the checking function from an objective perspective independent from management of business by drawing on his experience and insight. Although he has not participated in corporate management except as an outside director or outside company auditor, the Company has judged that he would appropriately perform his duties as Outside Director, including the provision of valuable suggestions and opinions to the Company's management, due to the above reasons.</p> <p>Mr. Morimoto served as a part-time advisor from April 2020 to June 2021, when he was elected as the Company's Outside Director at the Ordinary General Meeting of Shareholders, based on the premise that he would assume office as an Outside Director of the Company. As the advisory services he provided consisted of offering advice from the standpoint of an independent outsider, and as the advisory compensation paid to him was not a large amount (less than ten million yen), the Company has judged that his independence as Outside Director is secured. The Company's criteria of independence for Outside Officers are as stated below in Article 1 of the Reference.</p> |                                                                                                                                                                |                                                     |            |                     |                         |

(Notes)

1. There are no special interests between Mr. Hideka Morimoto and the Company.
2. Mr. Hideka Morimoto is a candidate for Outside Director.
3. The Company has concluded a liability limitation agreement with Mr. Hideka Morimoto to limit his liabilities for damages to the aggregated amount set out in each item of Article 425, Paragraph 1 of the Companies Act, concerning the liabilities under Article 423, Paragraph 1 of the Companies Act, if gross negligence has not been committed and he performs his duties in good faith. If Mr. Morimoto is reelected as Director and assumes office, the Company plans to continue

such agreement with him.

4. If the proposal of the election of Mr. Hideka Morimoto is approved, he will continue to be designated as an independent officer stipulated in Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange. The Company plans to report such designation to the Tokyo Stock Exchange.

(Reference)

1. The Company's criteria of independence for Outside Officers are as follows.

- (1) They are not a party that considers the Company a major business partner (Note) or an individual who executes business of such a party.

Note: "Major business partner" here is defined as a corporation that in the previous fiscal year and three past fiscal years (the "fiscal years of interest") has conducted transactions in any of the fiscal years of interest that total, as a rule, 2% or more of its net sales.

- (2) They are not a party that the Company considers a major business partner (Note) or an individual who executes business of such a party.

Note: "Major business partner" here is defined as a corporation that in the previous fiscal year and three past fiscal years (the "fiscal years of interest") has conducted transactions in any of the fiscal years of interest that total, as a rule, 2% or more of the Company's net sales.

- (3) They are not a consultant, accounting specialist, or legal specialist that receives large amounts of monetary or other assets (Note) from the Company aside from executive compensation (in the case that the party receiving the assets is a legal entity or association, this applies to individuals who belong thereto).

Note: "Large amounts of monetary or other assets" here is defined as assets valued in total, as a rule, at ten million yen or greater over the course of a single fiscal year.

- (4) They are not a party or an individual that recently would fall under the following 1) to 4).

1) A party or an individual that would fall under (1), (2), or (3).

2) An individual who executes business or non-executive director of the Company's parent company.

3) A company auditor of the Company's parent company (applicable only when Outside Company Auditors are selected as independent officers).

4) An individual who executes business of a fellow subsidiary company.

- (5) They are not a close relative (Note) to an individual that would fall under the following 1) to 8) (however, not applicable when the individual is not a significant person (Note)).

1) A party or an individual that would fall under (1) to (4).

2) An accounting counselor of the Company. (In the case that the accounting counselor is a legal entity, this includes individuals who conduct that entity's duties. This clause also applies to the following items.) (Applicable only when Outside Company Auditors are selected as independent officers.)

3) An individual who executes business of a subsidiary company of the Company.

4) A director or accounting counselor of a subsidiary company of the Company who is not an individual who executes business (applicable only when Outside Company Auditors are selected as independent officers).

5) An individual who executes business or non-executive director of the Company's parent company.

6) A company auditor of the Company's parent company (applicable only when Outside Company Auditors are selected as independent officers).

7) An individual who executes business of a fellow subsidiary company.

8) A party who has recently fallen under 3) or 4) above, or who has recently been an individual who executes business of a listed company (including non-executive directors in the case that Outside Company Auditors are selected as independent officers).

Notes: "Significant person" here is defined in the case of an individual who executes business in (1) and

(2) as an officer or division director of the company or business partner referred to, and in the case of parties in (3) as certified public accountants belonging to audit firms referred to and

attorneys (including “associates”) belonging to law offices referred to. “Close relative” here is defined as a relative within two degrees.

2. The number of shares of the Company held by each candidate includes the number of shares actually owned under the name of the officers’ shareholding association and the number of shares to be delivered to officers (shown in parentheses in each Director’s profile information) when they leave office pursuant to the stock compensation program.

Details of shares of the Company to be delivered under stock compensation program

The Company discontinued stock compensation type stock options and introduced a stock compensation program (the “Program”) to its Directors, etc. (excluding Outside Directors and overseas residents; the same applies below) from fiscal year 2018. The number of shares to be delivered to candidates under the Program includes the number of shares of the Company equivalent to the number of points to be granted on June 1, 2026 as well as the number of shares of the Company equivalent to the number of points granted under the Program on October 1, 2018 in accordance with the number of shares that were subject to waived stock acquisition rights upon the commencement of the Program as a measure for transitioning from the stock compensation type stock options. The actual delivery of shares to Directors will be made when they leave office. Voting rights for shares to be delivered under the Program will not be exercised until the shares are actually delivered to each of the candidates in the future. The Company plans to sell the number of shares equivalent to 30% of the shares to be delivered on the market in order to secure funds for tax payments and plans to pay the candidates from the proceeds of the shares sold.

3. The Company has entered into a Director and Officers Liability Insurance (D&O Insurance) policy prescribed in Article 430-3, Paragraph 1, of the Companies Act with an insurance company under which all Directors are insured. If Proposal 2 is approved as proposed and each candidate assumes office as a Director, each candidate will become insured under such insurance policy. In such insurance policy, it is prescribed that the insured Directors will be compensated for any damages, litigation expenses, and the like that might arise due to being liable in respect of the performance of their duties or being subject to a claim for the enforcement of such liability. However, certain exemption clauses apply, such as that the insured will not be compensated for any damage that arises due to acts they conduct with the knowledge that such acts are in breach of laws or ordinances. The insurance premiums are fully paid by the Company including for special policy provisions, and the insureds do not make any substantive payment of the insurance premiums. It is scheduled that such insurance policy will be renewed in October 2026, which would be during the term of office of each candidate.

END

(For Reference)

The structure in the case where Proposal 2 for this General Meeting is approved and adopted as proposed will be as follows:

### Skills and Experience of Directors of the Company

| Name                                                          |                                                     | Corporate<br>managem<br>ent and<br>managem<br>ent<br>strategy | Technolog<br>y,<br>innovation<br>, and DX | Environm<br>ent | Global | Marketing<br>strategy<br>and<br>marketing | Finance<br>and<br>account<br>ing | Legal<br>and<br>risk<br>manage<br>ment | Human<br>resource<br>develop<br>ment<br>and<br>diversity |   |
|---------------------------------------------------------------|-----------------------------------------------------|---------------------------------------------------------------|-------------------------------------------|-----------------|--------|-------------------------------------------|----------------------------------|----------------------------------------|----------------------------------------------------------|---|
| Directors (excluding Audit and Supervisory Committee Members) | Kazuhiro Kojima                                     | ●                                                             | ●                                         | ●               |        | ●                                         |                                  |                                        | ●                                                        |   |
|                                                               | Hiroshi Kubota                                      |                                                               |                                           | ●               |        | ●                                         |                                  |                                        | ●                                                        |   |
|                                                               | Tadashi Kamiya                                      |                                                               | ●                                         | ●               |        | ●                                         |                                  |                                        |                                                          |   |
|                                                               | Ichiro Yamamoto                                     |                                                               | ●                                         | ●               |        |                                           |                                  |                                        | ●                                                        |   |
|                                                               | Shuma Uchino                                        | Outside                                                       | ●                                         |                 |        |                                           | ●                                | ●                                      |                                                          |   |
|                                                               | Atsushi Takagi                                      | Outside                                                       | ●                                         |                 | ●      |                                           | ●                                |                                        |                                                          |   |
|                                                               | Yoko Seki                                           | Outside                                                       |                                           |                 |        |                                           | ●                                | ●                                      | ●                                                        |   |
|                                                               | Hideka Morimoto                                     | Outside                                                       |                                           |                 | ●      |                                           |                                  | ●                                      | ●                                                        |   |
|                                                               | Directors (Audit and Supervisory Committee Members) | Hiroataka Yamada                                              | ●                                         |                 |        |                                           |                                  | ●                                      | ●                                                        | ● |
|                                                               |                                                     | Kazuo Sakakibara                                              | Outside                                   |                 |        |                                           |                                  |                                        | ●                                                        | ● |
| Hiroyuki Hioka                                                |                                                     | Outside                                                       | ●                                         |                 | ●      | ●                                         |                                  | ●                                      | ●                                                        |   |
| Hiroyuki Wakamatsu                                            |                                                     | Outside                                                       |                                           |                 |        |                                           | ●                                | ●                                      |                                                          |   |