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Securities Code: 4345

Date of sending by postal mail: June 2, 2026

Start date of measures for electronic provision: May 28, 2026

To our shareholders:

Taizo Yokoshima
Representative Director
CTS Co., Ltd.
115, Kosato, Ueda-shi, Nagano

Notice of the 36th Annual General Meeting of Shareholders

You are cordially invited to attend the 36th Annual General Meeting of Shareholders of CTS Co., Ltd. (the “Company”), which will be held as indicated below.

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

The Company’s website:

https://www.cts-h.co.jp/ir/stock_meeting/?lang=en

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

<https://d.sokai.jp/4345/teiji/> (in Japanese)

TSE website (Listed Company Search):

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

(Access the TSE website by using the internet address shown above, enter “CTS” in “Issue name (company name)” field or the Company’s securities code “4345” in the “Code” field and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”)

Instead of attending the meeting in person, you may exercise your voting rights by either of the following methods. Please review the Reference Documents for General Meeting of Shareholders and exercise your voting rights.

[Exercising your voting rights in writing (via postal mail)]

Please indicate your approval or disapproval of the proposals on the voting form enclosed with this notice and return it to us so that it will arrive no later than 6:00 p.m. on Thursday, June 18, 2026 (JST).

[Exercising your voting rights via the internet, etc.]

Please access the voting website designated by the Company (<https://evote.tr.mufg.jp/>) (in Japanese), follow the guidance on the screen, and enter your approval or disapproval of the proposals no later than 6:00 p.m. on Thursday, June 18, 2026 (JST).

- 1. Date and Time:** Friday, June 19, 2026, at 10:00 a.m. (JST)
2. Place: UEDA TOKYU REI HOTEL, 3F “Shinano”
4-24-1, Tenjin, Ueda-shi, Nagano

3. Purpose of the Meeting:

Matters to be reported:

1. The Business Report and the Consolidated Financial Statements for the 36th fiscal year (from April 1, 2025 to March 31, 2026), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit and Supervisory Committee
2. The Non-consolidated Financial Statements for the 36th fiscal year (from April 1, 2025 to March 31, 2026)

Matters to be resolved:

- Proposal No. 1** Amendment to the Articles of Incorporation
Proposal No. 2 Election of Two Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

- If attending the meeting in person, please present the voting form at the reception desk.
- If you exercise your voting rights in duplicate in writing (via postal mail) and via the internet, etc., only the vote via the internet, etc. will be counted as valid.
- If you exercise your voting rights via the internet, etc. multiple times, only the last vote will be counted as valid.
- Any voting right exercised in writing (via postal mail) without indicating approval or disapproval of a particular proposal on the voting form will be counted as a vote for approval of the proposal.
- If a proxy is attending the meeting in your stead, the proxy must be another shareholder with voting rights in accordance with Article 15 of the Company’s Articles of Incorporation. Please note that in such a case, a document certifying the authority of representation must be submitted.
- Please refrain from taking pictures or recording in the venue with cameras, smartphones, cell phones, etc.
- Paper-based documents stating items subject to measures for electronic provision are sent to shareholders who have requested the delivery of paper-based documents, however those documents do not include the following matters in accordance with the provisions of laws and regulations and Article 13 of the Company’s Articles of Incorporation.
 - (1) Consolidated Statement of Changes in Shareholders’ Equity and Notes to Consolidated Financial Statements
 - (2) Non-consolidated Statement of Changes in Shareholders’ Equity and Notes to Non-consolidated Financial StatementsThese items are included in the Consolidated Financial Statements and Non-consolidated Financial Statements, which have been audited by the Audit and Supervisory Committee to prepare the audit report and by Financial Auditor to prepare the accounting audit report.
- If revisions are to be made to the items for which measures for providing information in electronic format to be taken, a notice of the revisions and the details of the items before and after the revisions will be posted on the aforementioned websites.

| Current Articles of Incorporation | Proposed Amendment |
|---|---|
| (Convener and Chairperson) | (Convener and Chairperson <u>of the General Meeting of Shareholders</u>) |
| <p>Article 12 Unless otherwise provided by law, the General Meeting of Shareholders shall be convened by the Director <u>and President upon resolution of</u> the Board of Directors, and the Director and President shall preside over it. In the event that the Director <u>and President</u> is unable to perform his/her duties, another Director shall act in his/her place in the order predetermined by the Board of Directors.</p> | <p>Article 12 Unless otherwise provided by law, the General Meeting of Shareholders shall be convened and chaired by a Director <u>designated in advance</u> by the Board of Directors. If <u>such</u> Director is unable to perform his/her duties, another Director shall act in his/her place in the order designated in advance by the Board of Directors.</p> |
| Article 13 to Article 15 (Omitted) | Article 13 to Article 15 (Same as the current provision) |
| <p style="text-align: center;">Chapter IV Directors and Board of Directors</p> | <p style="text-align: center;">Chapter IV Directors and Board of Directors</p> |
| Article 16 to Article 18 (Omitted) | Article 16 to Article 18 (Same as the current provision) |
| (Convener and Chairperson of the Board of Directors) | (Convener and Chairperson of the Board of Directors) |
| <p>Article 19 Unless otherwise provided by law, the Director <u>and President</u> shall convene the Board of Directors and serve as its chairperson. In the event that the Director <u>and President</u> is unable to perform his/her duties, another Director shall act in his/her place in the order predetermined by the Board of Directors.</p> | <p>Article 19 Unless otherwise provided by law, the Board of Directors shall be convened and chaired by a Director <u>designated in advance by the Board of Directors</u>. If <u>such</u> Director is unable to perform his/her duties, another Director shall act in his/her place in the order designated in advance by the Board of Directors.</p> |
| Article 20 (Omitted) | Article 20 (Same as the current provision) |
| (Representative Director and <u>Directors with Special Titles</u>) | (Representative Director and <u>President</u>) |
| <p>Article 21 1 (Omitted) 2 (Omitted) 3 By resolution, the Board of Directors may, from among the Directors who are not Audit and Supervisory Committee Members, appoint one <u>Director and President</u> and, <u>if necessary, one Director and Chair and a limited number of Director and Vice President(s), Senior Managing Director(s), and Managing Director(s)</u>.</p> | <p>Article 21 1 (Same as the current provision) 2 (Same as the current provision) 3 The Board of Directors shall, by its resolution, appoint one President from among Directors <u>or Executive Officers</u> who are not Audit and Supervisory Committee Members.</p> |
| Article 22 to Article 26 (Omitted) | Article 22 to Article 26 (Same as the current provision) |
| <p style="text-align: center;">Chapter V Audit and Supervisory Committee</p> | <p style="text-align: center;">Chapter V Audit and Supervisory Committee</p> |
| Article 27 to Article 28 (Omitted) | Article 27 to Article 28 (Same as the current provision) |
| <p style="text-align: center;">Chapter VI Financial Auditor</p> | <p style="text-align: center;">Chapter VI Financial Auditor</p> |
| Article 29 to Article 31 (Omitted) | Article 29 to Article 31 (Same as the current provision) |
| <p style="text-align: center;">Chapter VII Calculations</p> | <p style="text-align: center;">Chapter VII Calculations</p> |
| Article 32 to Article 35 (Omitted) | Article 32 to Article 35 (Same as the current provision) |

Proposal No. 2 Election of Two Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The term of office of the one currently serving Director (excluding Directors who are Audit and Supervisory Committee Members; the same shall apply hereinafter in this proposal) will expire at the conclusion of this meeting. Therefore, the Company proposes the election of two Directors to increase the number of Directors by one to strengthen the management structure.

In addition, regarding this proposal, the Audit and Supervisory Committee of the Company has determined that all the candidates for Director are suitable.

The candidates for Director are as follows:

| Candidate No. | Name (Date of birth) | Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company | Number of the Company's common shares owned |
|---|-----------------------------------|--|---|
| 1 | Taizo Yokoshima (June 9, 1960) | Sept. 1980 Joined the Company July 1990 Director July 1995 Senior Managing Director June 2001 Representative Director and Vice President Apr. 2003 Representative Director and President Jan. 2017 Representative Director and President of Rentarise Corporation Representative Director of CTS Linetech Corporation (current position) June 2022 Representative Director of Rentarise Corporation (current position) Apr. 2026 Representative Director, Chairman and Executive Officer of the Company (current position) | 100,000 |
| [Reasons for nomination as a candidate for Director] Taizo Yokoshima has been serving as Representative Director and President since 2003. He established the management policy which the Company is to pursue, demonstrated strong leadership and decisiveness to realize it, and expanded business operations. The Company has determined that utilizing his experience, achievements, and insight in management will enable the Company to achieve sustainable growth and improve its corporate value in the medium to long term. Accordingly, the Company nominated him as a candidate for Director. Attendance at Board of Directors meetings during the fiscal year under review was 12 out of 12 meetings (100%). | | | |

| Candidate No. | Name (Date of birth) | Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company | Number of the Company's common shares owned |
|---|---------------------------------|--|---|
| 2 | Ren Yokoshima (June 6, 1987) | <p>Jan. 2014 Joined the Company</p> <p>June 2017 Director of Rentarise Corporation (current position)</p> <p>Jan. 2018 General Manager of Corporate Planning Department of the Company</p> <p>Apr. 2018 Director of CTS Linetech Corporation (current position)</p> <p>July 2018 General Manager of House Fittings Department of the Company (currently General Manager of Smart House Business Promotion Department)</p> <p>Apr. 2019 Executive Officer</p> <p>June 2020 Director</p> <p>June 2022 Representative Director and President of Rentarise Corporation</p> <p>Aug. 2022 Supervising the corporate planning department of the Company</p> <p>Sept. 2023 General Manager of Corporate Strategy Division (current position)</p> <p>June 2025 Senior Executive Officer</p> <p>Apr. 2026 President and CEO (current position)</p> | 8,638 |
| <p>[Reasons for nomination as a candidate for Director]</p> <p>Ren Yokoshima has contributed to strengthening the corporate management base as the person responsible for the corporate strategy department. In addition, as President and CEO since April 2026, he has established the management policy which the Company is to pursue and has demonstrated leadership. The Company has determined that utilizing his experience, achievements, and insight in management will enable the Company to achieve sustainable growth and improve its corporate value in the medium to long term. Accordingly, the Company nominated him as a candidate for Director.</p> | | | |

- (Notes)
1. There is no special interest between any of the candidates and the Company.
 2. The Company has entered into a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, paragraph (1) of the Companies Act. In the event that this proposal is approved and adopted and each candidate is elected as a Director, each will become an insured under this insurance policy. The insurance policy is scheduled to be renewed with the same terms and conditions at the next renewal.
 3. The number of the Company's common shares owned by Ren Yokoshima includes his holdings through CTS Employees' Shareholding Association.

<Reference> Director Skill Matrix

The following skill matrix is based on the assumption that Proposal No. 2 is approved as proposed and that the current Directors are in office.

| Name | Position and responsibilities in the Company | Attribute | | Areas with particular expectations (experience, skills, etc.) | | | | |
|------------------|---|-----------|-------------|---|-----------------|----------------------------|------------------------------|-------------------------------|
| | | Outside | Independent | Corporate management | Sales/marketing | Business-related expertise | Financial accounting/finance | Legal affairs/risk management |
| Taizo Yokoshima | Director, Chairman and Executive Officer | | | ● | ● | ● | | |
| Ren Yokoshima | Representative Director, President and CEO | | | ● | | ● | | ● |
| Hiromichi Sasaki | Director (Audit and Supervisory Committee Member) | ○ | ○ | ● | | | | ● |
| Seiichi Hirano | Director (Audit and Supervisory Committee Member) | ○ | ○ | ● | ● | ● | | |
| Junichi Takemura | Director (Audit and Supervisory Committee Member) | ○ | ○ | ● | | | ● | |
| Takashi Yokoyama | Director (Audit and Supervisory Committee Member) | ○ | ○ | | | | ● | ● |
| Chiaki Hasegawa | Director (Audit and Supervisory Committee Member) | ○ | ○ | | | | | ● |

* The above skill matrix lists the primary areas of expertise and experience for each Director. It does not represent all of the knowledge possessed by the Directors.

* The positions and responsibilities in the Company for Taizo Yokoshima and Ren Yokoshima are stated based on the assumption that they will be determined at the Board of Directors meeting to be held after the conclusion of this meeting.

[Criteria for skill items]

| | |
|-------------------------------|---|
| Corporate management | A person who has experience in corporate management, possesses the necessary knowledge for formulating management strategies, and can provide appropriate advice |
| Sales/marketing | A person who has knowledge and experience in sales and marketing |
| Business-related expertise | A person who is well-versed in information regarding the construction industry and can provide appropriate advice |
| Financial accounting/finance | A person who has knowledge and experience in financial accounting, or has business experience at a financial institution, or has a certified public accountant/tax accountant qualification |
| Legal affairs/risk management | A person who has knowledge and experience of legal affairs and risks, or who is qualified as a lawyer. |