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

Securities Code: 5803
June 3, 2026
Start date of measures for electronic provision: May 26, 2026

To our shareholders:

Naoki Okada
Representative Director, President & CEO
Fujikura Ltd.
5-1, Kiba 1-chome, Koto-ku, Tokyo, Japan

Notice of Convocation of Fujikura's 178th Annual General Meeting of Shareholders

We hereby inform you of the 178th Annual General Meeting of Shareholders of Fujikura Ltd. (the "Company"), which will be held as indicated below.

When convening this General Meeting of Shareholders, the Company takes 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. This information is posted on each of the following websites, so please access either of those websites to see the information.

The Company's website:
https://www.fujikura.co.jp/en/ir/shareholder/
(Access the Company's website by using the Internet address shown above and the information is posted as Notice of Convocation of Fujikura's 178th Annual General Meeting of Shareholders.)

TSE website:
https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)
(Access the TSE website by using the Internet address shown above, enter "Fujikura" in the "Issue name (company name)" field or the Company's securities code "5803" in the "Code" field, and click "Search." Then, click "Basic information" and "Documents for public inspection/PR information," and select "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].")

General Meeting of Shareholders portal site (Sumitomo Mitsui Trust Bank, Limited)
https://www.soukai-portal.net (in Japanese)
(Access the portal site by scanning the QR code in the voting form sent with this notice, or by entering the ID and password indicated in the form.)
* "QR code" is a registered trademark of DENSO WAVE INCORPORATED.

In the event that you are unable to attend this General Meeting of Shareholders, please exercise your voting rights beforehand via the Internet, etc. or in writing. Please review the Reference Document for the General Meeting of Shareholders as well as the Instruction on Exercising Your Voting Rights on page 3 of this notice, and exercise your voting rights no later than June 25, 2026 (Thursday) at 5:45 p.m. (JST).

1. **Date and time:** June 26, 2026 (Friday) at 10:00 a.m. (JST)
2. **Place:** Congrès Square Nihonbashi, Convention Hall A/B
Tokyo Tatemono Nihonbashi Building 2F, 3-13, Nihonbashi 1-chome, Chuo-ku, Tokyo

3. **Purpose of the meeting**

Matters to be reported:

1. The business report, the consolidated financial statements, and the reports by the Accounting Auditor and the Audit and Supervisory Committee on the audit results of consolidated financial statements for the Company's 178th business year (from April 1, 2025 to March 31, 2026).
2. The non-consolidated financial statements for the Company's 178th business year (from April 1, 2025 to March 31, 2026).

Matters to be resolved:

Proposal No. 1 Appropriation of Surplus
Proposal No. 2 Election of Six Directors Not Serving as Audit and Supervisory Committee Members
Proposal No. 3 Election of One Director, Member of the Audit and Supervisory Committee
Proposal No. 4 Election of Accounting Auditor
Proposal No. 5 Determination of Remuneration for Granting Restricted Shares for Directors Not Serving as Audit and Supervisory Committee Members

4. **Matters decided for convocation**

(1) Among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations and Article 16, paragraph 2 of the Articles of Incorporation of the Company, the following items are not provided in the paper-based documents delivered to shareholders who have made a request for delivery of such documents. Accordingly, the documents that are delivered to shareholders who have made a request for delivery of paper-based documents are part of the documents included in the scope of audits by the Audit and Supervisory Committee and the Accounting Auditor when they create their respective audit reports.
   (i) System to Secure Appropriate Business Operation and Operational Status of the System described in the business report
   (ii) Consolidated Statement of Changes in Equity
   (iii) Notes to consolidated financial statements
   (iv) Non-Consolidated Statement of Changes in Equity
   (v) Notes to non-consolidated financial statements

(2) Please note that if you exercise your voting rights both via the Internet, etc. and using the voting form, only the online vote via the Internet, etc. shall be deemed effective. If you exercise your voting rights more than once via the Internet, etc., only the last vote shall be deemed effective.

(3) In the event that the Company receives a voting form that does not state approval or disapproval for each proposal, it will be treated as approving proposals by the Company.

・ If any items subject to measures for electronic provision are revised, a notice of the revisions and the details of the items before and after the revisions will be posted on the aforementioned websites.

Instruction on Exercising Your Voting Rights

In case of exercising the voting rights via the Internet, etc.:

Method 1 Exercising voting rights using "General Meeting of Shareholders portal site"
Please scan the QR Code displayed on the bottom right of the voting form with a smartphone or tablet device and enter your approval or disapproval by following the onscreen instructions. Please see next page for details.
* If you wish to modify your vote after exercising your voting rights, please follow Method 2 "Exercising voting rights on the "website for exercising voting rights"" and enter your changed vote.

Method 2 Exercising voting rights on the "website for exercising voting rights"
Access the website for exercising voting rights (https://www.web54.net) (in Japanese), click the login button upon entering the "voting right exercise code" and "password" indicated on the voting form sent with this notice, and enter your approval or disapproval by following the onscreen instructions.

Voting deadline:
No later than June 25, 2026 (Thursday) at 5:45 p.m. (JST)

In case of exercising the voting rights by post:

Please indicate your approval or disapproval on each of the proposals on the voting form sent with this notice and return the completed form to us promptly so that it arrives by the voting deadline, without affixing a postage stamp.

Voting deadline:
It must be received by the Company by no later than June 25, 2026 (Thursday) at 5:45 p.m. (JST)

In case of attending the General Meeting of Shareholders:

Please submit the voting form to the receptionist. (No seal is necessary.)

Date and time: June 26, 2026 (Friday) at 10:00 a.m. (JST)
Place: Congrès Square Nihonbashi, Convention Hall A/B
Tokyo Tatemono Nihonbashi Building 2F, 3-13, Nihonbashi 1-chome, Chuo-ku, Tokyo

Important Information Regarding Exercising Your Voting Rights via the Internet, etc.

(i) Please note that your online vote via the Internet, etc. will prevail should you exercise your voting rights both via the Internet, etc. and in writing.
(ii) If you exercise your voting rights more than once via the Internet, etc., only the last vote shall be deemed effective.
(iii) Each shareholder shall bear any fees for accessing the voting website (Internet connection fees, telephone charges, etc.).
(iv) Voting rights to be exercised via the Internet, etc. are accepted until Thursday, June 25, 2026 at 5:45 p.m. (JST). However, we request that you vote as early as possible.
If you have any inquiries, please contact the dedicated phone line for web support shown below.

Inquiries on systems, etc.	Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agency Web Support Hotline Telephone: 0120-652-031 (toll-free in Japan only; hours: 9:00 a.m. to 9:00 p.m. (JST))

Electronic Voting System Platform

Institutional investors may use the electronic voting system platform operated by Investor Communications Japan (ICJ), Inc.

Instruction on Exercising Your Voting Rights via the Internet

Internet voting deadline: June 25, 2026 (Thursday) at 5:45 p.m. (JST)

1. Exercising voting rights using a smartphone, etc.

   (i) Scan the QR Code displayed on the voting form.
   * "QR Code" is a registered trademark of DENSO WAVE INCORPORATED.
   (ii) Tap the "議決権行使へ (To exercise voting rights)" button on the home page of the General Meeting of Shareholders portal site.
   (iii) The Smart Exercise home page will be displayed. Enter your approval or disapproval by following the onscreen instructions.

2. Exercising voting rights using a PC, etc.

   Access the portal site at the following URL by entering the login ID and password indicated on the voting form. After logging in, enter your approval or disapproval by following the onscreen instructions.

   URL of General Meeting of Shareholders portal site
   https://www.soukai-portal.net (in Japanese)

   You may also continue to use the website for exercising voting rights.
   https://www.web54.net (in Japanese)

3. Accepting advance questions

   Deadline for accepting advance questions: No later than June 18, 2026 (Thursday) at 5:45 p.m. (JST)

   For this General Meeting of Shareholders, we will be accepting advance questions about the proposals from shareholders via the General Meeting of Shareholders portal site. Of the questions that we receive, those that seem likely to be the subject of strong interest for shareholders will be picked up at the meeting. Using the same method as described above for exercising voting rights, access the General Meeting of Shareholders portal site and tap/click on "To advance questions" on the top page. A screen will be displayed where you can enter your advance questions. Follow the guidance on the screen to enter your questions.
   * Please be aware that we will not provide individual answers to the questions we receive.

Points to Note

- If you wish to modify your vote after exercising your voting rights, you must enter the "voting right exercise code" and "password" indicated on the voting form.
- Please note that if you exercise your voting rights both via the Internet and in writing, only the online vote via the Internet shall be deemed effective. If you exercise your voting rights more than once via the Internet, only the last vote shall be deemed effective.

Contact	Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agency Web Support Hotline 0120-652-031 (hours: 9:00 a.m. to 9:00 p.m. (JST))

Reference Document for the General Meeting of Shareholders

Proposal and Reference Items

Proposal No. 1 Appropriation of Surplus

Under the 2025 Mid-term Management Plan ("2025 MTMP") for the period until the end of the fiscal year 2025, the Company has worked to enhance corporate value by establishing a capital allocation policy that strikes an optimal balance between growth investment, strategic investment, shareholder returns, and ensuring financial soundness. Regarding the returns to shareholders for the fiscal year 2025, having taken into account the achievement status of targets for profit and cash flow under the 2025 MTMP, and future growth investments, etc., the Company is aiming for a dividend payout ratio of 40%.

Financial results for the fiscal year under review, the Company recorded net sales of ¥1,182.4 billion, operating profit of ¥188.7 billion, ordinary profit of ¥199.5 billion, and profit attributable to owners of parent of ¥157.2 billion. Net sales, operating profit, ordinary profit, and profit attributable to owners of parent recorded the highest figures ever, with ordinary profit hitting a record high for the fourth consecutive year and profit attributable to owners of parent setting a record high for the fifth consecutive fiscal year.

In consideration of the above, the Company proposes distributing a year-end dividend of ¥130.0 per share for the fiscal year under review. This dividend, combined with the interim dividend of ¥95.0 per share paid in December 2025, will result in an annual dividend of ¥225.0 per share, an increase of ¥125.0 compared to the previous fiscal year.

The Company conducted a 6-for-1 stock split for its common shares effective April 1, 2026. The dividends in this proposal are shown using per-share amounts from before the stock split.

(i) Kind of dividend property:
Cash

(ii) Matters concerning allocation of dividend property to shareholders and the total amount thereof:
¥130.0 per share of common shares of the Company
Total amount: ¥35,932,017,030

(iii) Effective date for distribution of dividends:
June 29, 2026

Proposal No. 2 Election of Six Directors Not Serving as Audit and Supervisory Committee Members

The term of office of all six members of the current Directors not serving as Audit and Supervisory Committee Members will expire at the conclusion of this General Meeting of Shareholders. This proposal requests the re-election of four of the six members and the election of two new candidates, for a total of six Directors. Of the two new candidates, one is a candidate for Director who will execute business as a CTO[*1], and the other is a candidate for Outside Director who is independent of the Company's management.

If this proposal and Proposal No. 3 are approved as proposed, the total number of Directors of the Company will be ten, of which six, a majority thereof, are to be Outside Directors who are independent of the Company's management.

Under the 2025 Mid-term Management Plan ("2025 MTMP"), which concluded in the fiscal year 2025, the Company achieved results that significantly exceeded the targets. Based on these results, the Company has now formulated its new 2028 Mid-term Management Plan ("2028 MTMP"), as a first step for further strengthening the telecommunications business, strengthening the structure of the North American business, its main battleground, and aiming for further growth from 2030 onward. This proposal aims to strengthen the Company's structure to achieve further business growth and sustainable enhancement of corporate value through the steady execution of the 2028 MTMP.

Among the candidates for Directors, Mr. Yamada is currently a Director, Member of the Audit and Supervisory Committee and is scheduled to resign from the current position subject to the approval of this proposal.

No.	Name of candidate		Age [*2]	Current position and responsibilities at the Company	Attendance rate for the Board of Directors Meetings during Fiscal Year 2025	Tenure as Director
1	Naoki Okada	(Re-election)	62	Representative Director, President & CEO[*1], Corporate Strategy Unit, Corporate Staff Unit, Telecommunication Systems Business Unit, Electronic & Automotive Business Unit, Production Engineering Unit, Directly Managed Businesses[*3], etc.	(100.0%)	5 years
2	Kazuhito Iijima	(Re-election)	60	Representative Director & CFO[*1], Corporate Management Unit, Real Estate Business Unit	(100.0%)	3 years
3	Noriyuki Kawanishi	(New candidate)	60	Executive Officer & CTO, Research and Development Unit, Corporate Quality Management Unit, and Special Project: U.S. AI Infrastructure Coordination	–	–
4	Toshikazu Koike	(Re-election)	70	Director (Outside), Member of Nominating Advisory Committee, and Chair of Remuneration Advisory Committee	(100.0%)[*4]	1 year
5	Hideki Yanase	(Re-election)	69	Director (Outside), Member of Nominating Advisory Committee, and Member of Remuneration Advisory Committee	(100.0%)[*4]	1 year
6	Yasuhiro Yamada	(New candidate)	68	Director, Member of the Audit and Supervisory Committee (Outside)	(100.0%)[*5]	1 year[*5]

*1 CEO stands for Chief Executive Officer; CTO stands for Chief Technology Officer; and CFO stands for Chief Financial Officer.

*2 Age indicates candidates' ages as of June 26, 2026.

*3 Directly Managed Businesses refer to Fujikura Printed Circuits Ltd. (FPC business), Fujikura Dia Cable Ltd. (industrial electric wires business), Fujikura Energy Systems Ltd. (transmission and metal cables business), Superconductor Business and Fiber Laser Business.

*4 Mr. Toshikazu Koike and Mr. Hideki Yanase were newly elected as Directors not serving as Audit and Supervisory Committee Members at the 177th Annual General Meeting of Shareholders held on June 27, 2025, and their attendance at Board of Directors meetings during the fiscal year 2025 reflects the attendance status of the meetings held after that date.

*5 Mr. Yasuhiro Yamada was newly elected as a Director, Member of the Audit and Supervisory Committee at the 177th Annual General Meeting of Shareholders held on June 27, 2025, and remains in the same position to the present. His attendance at Board of Directors meetings and his tenure during the fiscal year 2025 are given for him in his role as a Director, Member of the Audit and Supervisory Committee for the meetings held after that date. His attendance rate at Audit and Supervisory Committee meetings during the period from June 2025 to March 2026 was 100.0% (13/13).

*6 In accordance with Article 427, paragraph (1) of the Companies Act, the Company has entered into a limited liability contract (an agreement that limits liability to the minimum amount prescribed by laws and regulations) with Mr. Toshikazu Koike, Mr. Hideki Yanase, and Mr. Yasuhiro Yamada, and if they are elected, they will continue to be covered by the contract.

*7 The Company has entered into a directors and officers liability insurance policy with an insurance company, as provided for in Article 430-3, paragraph (1) of the Companies Act. This policy covers the insureds for their legal liability for compensation for damages and litigation expenses arising from the execution of their duties. Moreover, among the insured persons, the Directors (including Directors serving as Audit and Supervisory Committee Members) of the Company personally cover 5% of their insurance premiums. If each candidate is elected and assumes the office as Director not serving as Audit and Supervisory Committee Member, each candidate will be included as an insured in the policy.

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities at the Company and significant concurrent positions
1	 **Naoki Okada** (January 28, 1964, 62 years old) [Re-election] Number of the Company's shares owned 112,405 Tenure as Director 5 years Attendance at the Board of Directors Meetings 100% (17/17)	[Career summary and position at the Company] Apr. 1986 Joined the Company June 2012 General Manager of the Optical Cable Research and Development Department and General Manager of the Optical Cable Manufacturing Department Apr. 2013 General Manager of the Cable and Equipment R&D Center Mar. 2014 General Manager of the New Optical Fiber Cable Business Development Department Apr. 2018 General Manager, Head of the Optical Cable Systems Division Apr. 2020 Managing Executive Officer, General Manager of the Corporate Strategy Planning Division Apr. 2021 Executive Officer & COO June 2021 Representative Director & COO Apr. 2022 Representative Director, President & CEO (to present) [Responsibilities] Corporate Strategy Unit, Corporate Staff Unit, Telecommunication Systems Business Unit, Electronic & Automotive Business Unit, Production Engineering Unit, Directly Managed Businesses, etc. **Reason for nomination as a Director** Mr. Naoki Okada has worked in the optical fiber cable-related business right through since he joined the Company. In particular, he played a central role in product development and promotion strategy proposals for the Company's innovative strategic optical fiber products "Spider Web Ribbon® / Wrapping Tube Cable®" (hereinafter referred to as "SWR®/WTC®"), and paved the way for a strategic pivot of the Company's telecommunications business from the business focused on the supply of optical fiber to a total solutions business centered on high-value-added optical cable. In 2020, he was appointed Managing Executive Officer, General Manager of the Corporate Strategy Planning Division, where he experienced planning, proposal, and execution of company-wide management strategies. Through this experience, he has developed the "ability to accurately understand the issues from a company-wide perspective," which is necessary for managing the Company given its diverse business fields, as well as the "ability to make decisions with a sense of urgency" and "strong leadership." In the proposal of the operational turnaround plan named 100-Day Plan, which was formulated in response to the rapid and significant deterioration in fiscal year 2019, he demonstrated aptitude as a leader for promoting new business, suggesting radical reforms of the management and business structures and leading efforts to cultivate awareness of business structure reforms inside the Company. From April 2021 onward, Mr. Okada vigorously promoted the Company's core businesses as COO during the operational turnaround phase, and assumed a major role in the transition to the sustainable growth phase. Since his appointment as Director, President & CEO in April 2022, he has achieved a significant recovery in business results in the first fiscal year of the sustainable growth phase. He clearly demonstrated his abilities through the formulation and promotion of the 2025 MTMP, which he successfully led to achieve its goals. In addition, the Company deems that outcomes of business strategies spearheaded by Mr. Okada have been favorably received to some extent by stock market investors, in part given that the Company's share price has reached its highest level since its listing, continuing to rise since the previous fiscal year. The Company has determined that Mr. Okada's strategic vision, ability to execute transformation, and strong leadership, with an aptitude for drawing in others and leading the business from the front, will be essential for achieving the 2028 MTMP objectives, formulated under Mr. Okada's leadership, and vigorously promoting the Company's business even further. For these reasons, the Company nominates him as a candidate for Director. **Special interest between the Company and the candidate** None

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities at the Company and significant concurrent positions
2	 **Kazuhito Iijima** (February 22, 1966, 60 years old) [Re-election] Number of the Company's shares owned 48,629 Tenure as Director 3 years Attendance at the Board of Directors Meetings 100% (17/17)	[Career summary and position at the Company] Apr. 1989 Joined the Company Feb. 2008 Vice President & CFO of Fujikura Automotive Europe S.A.U June 2012 Vice President & CFO of Nistica Inc. Apr. 2016 General Manager of the Finance & Accounting Division Apr. 2021 Executive Officer, Head of the Finance & Accounting Department June 2023 Director & CFO Apr. 2026 Representative Director & CFO (to present) [Responsibilities] Corporate Management Unit and Real Estate Business Unit **Reason for nomination as a Director** Mr. Kazuhito Iijima has expert knowledge of finance and accounting from his many years of experience in the Company's Finance & Accounting units. He has been in the Finance & Accounting units consistently since joining the Company, and has abundant knowledge not only of finance and accounting but also of fund procurement and tax, and has accumulated experience in these areas. In particular, he also has the ability to take action in an emergency, having demonstrated his ability to rebuild multiple overseas subsidiaries when posted to them as CFO. In the 2025 MTMP, Mr. Iijima played a central role in the formulation of the new mid-term capital allocation policy, which has a significant impact on enhancing corporate value as the core of the financial strategy during the growth phase. Furthermore, given that the Company achieved all of the ROE, ROIC, and equity ratio targets set out in the 2025 MTMP, he has ensured the Company's financial soundness, strengthened its financial position and earning capacity, and enhanced management control. Mr. Iijima has extensive experience and deep knowledge of finance and accounting and has made significant contributions to the formulation of the 2028 MTMP from a finance and accounting perspective, playing a central role particularly in the formulation of the capital allocation policy for the 2028 MTMP. Given the above, the Company has determined that Mr. Iijima's insight will be necessary for achieving the 2028 MTMP objectives and vigorously promoting the Company's business even further. For these reasons, the Company nominates him as a candidate for Director.
		Special interest between the Company and the candidate None

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities at the Company and significant concurrent positions
3	 **Noriyuki Kawanishi** (January 26, 1966, 60 years old) [New candidate] Number of the Company's shares owned 77,305 Tenure as Director – Attendance at the Board of Directors Meetings –	[Career summary and position at the Company] Apr. 1990 Joined the Company Jan. 2013 General Manager of the Precision Equipment Product Department, Fiber Optics Components & System Division Apr. 2015 General Manager, Head of the Precision Equipment Division, Optical Business Unit Apr. 2017 Head of the Precision Equipment Division, Technology Officer of Development Planning Department Apr. 2022 Executive Officer, Head of the Telecommunication Systems Business Unit Apr. 2026 Executive Officer & CTO (to present) [Responsibilities] Research and Development Unit, Corporate Quality Management Unit, and Special Project: U.S. AI Infrastructure Coordination **Reason for nomination as a Director** The telecommunications business is the largest and most critical of the Company's businesses. Furthermore, the technologies in this business play a central role in the technological foundations of the Information Infrastructure, Information Storage, and Information Terminal areas, which the Company identifies as its core business areas. Since joining the Company, Mr. Kawanishi has consistently built his career within this telecommunications business. Specifically, he has experienced divisions involved in development, manufacturing technology, and production primarily focusing on optical fiber fusion splicers, a product for which the Company has maintained the top global market share for over 30 years, and possesses deep expertise in these areas. Furthermore, he has served as an Executive Officer in charge of the Telecommunication Systems Business Unit since 2022, supervising the entire business and gaining experience as a business leader. Under his leadership, the Telecommunication Systems Business Unit achieved results under the 2025 MTMP that doubled net sales and quadrupled operating profit, contributing significantly to the Company's improved performance and the achievement of the 2025 MTMP targets. Given the above, Mr. Kawanishi is a rare talent who combines technical expertise centered on the telecommunications business with experience as a business leader, and the Company has determined that he is a suitable candidate to serve as CTO, responsible for achieving the 2028 MTMP objectives while advancing the technology strategy and leading R&D investment even further. For these reasons, the Company nominates him as a candidate for Director. **Special interest between the Company and the candidate** None

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities at the Company and significant concurrent positions
4	 **Toshikazu Koike** (October 14, 1955, 70 years old) [Re-election] [Outside Director] [Independent Officer] Number of the Company's shares owned 364 Tenure as Director 1 year Attendance at the Board of Directors Meetings 100% (14/14)	[Career summary, position at the Company and significant concurrent positions] Apr. 1979 Joined BROTHER INDUSTRIES, LTD. Aug. 1982 Seconded to Brother International Corporation (U.S.A.) Oct. 1992 Director of Brother International Corporation (U.S.A.) Jan. 2000 Director & President of Brother International Corporation (U.S.A.) June 2004 Director of BROTHER INDUSTRIES, LTD. Jan. 2005 Director & Chairman of Brother International Corporation (U.S.A.) Apr. 2005 Director & Managing Executive Officer of BROTHER INDUSTRIES, LTD. June 2007 Representative Director & President of BROTHER INDUSTRIES, LTD. June 2018 Representative Director & Chairman of BROTHER INDUSTRIES, LTD. June 2020 Outside Director of Toyo Seikan Group Holdings, Ltd. May 2021 Outside Director (Member of the Audit and Supervisory Committee) of YASKAWA Electric Corporation June 2022 Director & Chairman of BROTHER INDUSTRIES, LTD. (to present) June 2024 Outside Director of IBIDEN CO., LTD. (to present) June 2025 Director (Outside) of the Company (to present) [Responsibilities] Member of Nominating Advisory Committee and Chair of Remuneration Advisory Committee **Reason for nomination as an Outside Director and expected role** Mr. Koike has served across an extensive range of positions spanning everything from sales and marketing to product planning, IT, finance, logistics, and services at a global company with a high ratio of overseas sales and products that hold the top share in worldwide markets. In particular, he has long been involved in that company's U.S. operations where he substantially contributed to rebuilding and expanding the business. He also led that company's management in serving as its Representative Director & President, thereby gaining extensive experience in overall global management and operational expertise, which in part entailed successfully navigating numerous crises including the global financial shock associated with the bankruptcy of Lehman Brothers. Furthermore, Mr. Koike also has sufficient experience as a supervisor of management, including efforts to promote stronger corporate governance through president and chairmanship roles at a global company, and also serving as an outside director at multiple listed companies. He also has significant insight into sustainability, having served as Vice-Chairman and Chairman at the Environmental Partnership Organizing Club (EPOC). Given the above, the Company has determined that his contribution is necessary for further strengthening corporate governance of the Company, as well as in discussion of important management issues at meetings of the Board of Directors and for the supervision of management. For these reasons, the Company requested Mr. Koike's election last year. Mr. Koike has made significant contributions by leveraging his expertise and offering valuable recommendations at meetings of the Board of Directors and other forums, including during the formulation of the 2028 MTMP. Considering such track records, the Company continues to nominate Mr. Koike as a candidate for Director not serving as Audit and Supervisory Committee Member. The Company expects Mr. Koike to leverage such wide-ranging insight in exercising the supervisory function over the Company's business execution from a multifaceted perspective unbound by the industry to which the Company belongs, and also expects him to furnish advice and proposals regarding achieving the 2028 MTMP objectives, as well as promoting the Company's business even further.
		Independence There are no conflicts either with our standards for independence or with those prescribed by the Tokyo Stock Exchange, and the Company believes he is qualified to serve as an outside director, which requires an independent standpoint. Although he currently serves in executive roles at BROTHER INDUSTRIES, LTD., both sales and purchasing transactions between the Company and this company account for less than 1% of their respective consolidated net sales, and it does not correspond to a major business partner as prescribed in the Company's standards for independence. Currently, he is registered as an Independent Officer with the Tokyo Stock Exchange.
		Special interest between the Company and the candidate None

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities at the Company and significant concurrent positions
5	 **Hideki Yanase** (October 2, 1956, 69 years old) [Re-election] [Outside Director] [Independent Officer] Number of the Company's shares owned 486 Tenure as Director 1 year Attendance at the Board of Directors Meetings 100% (14/14)	[Career summary, position at the Company and significant concurrent positions] Apr. 1979 Joined Toyota Tsusho Corporation June 2013 Managing Director of Toyota Tsusho Corporation Apr. 2017 Member of the Board, Senior Managing Executive Officer of Toyota Tsusho Corporation June 2019 Member of the Board, Executive Vice President of Toyota Tsusho Corporation June 2020 Representative Director, Executive Vice President of Toyota Tsusho Corporation June 2023 Outside Director of New Japan Chemical Co., Ltd. (to present) June 2025 Director (Outside) of the Company (to present) [Responsibilities] Member of Nominating Advisory Committee and Member of Remuneration Advisory Committee **Reason for nomination as an Outside Director and expected role** Having served as Representative Director, Executive Vice President at one of Japan's leading general trading companies that operates globally, Mr. Yanase has extensive experience and operational expertise in overall global management, having spearheaded efforts to rejuvenate business and propel earnings growth. Moreover, he has experience as a supervisor of management, having served as an Outside Director of New Japan Chemical Co., Ltd. since June 2023, and a broad range of insight that goes beyond the activities of a single enterprise. Given the above, the Company has determined that his contribution is necessary as an Outside Director for strengthening corporate governance of the Company, as well as in discussion of important management issues at meetings of the Board of Directors of the Company and for the supervision of management. For these reasons, the Company requested Mr. Yanase's election last year. Mr. Yanase has made significant contributions by leveraging his expertise and offering valuable recommendations at meetings of the Board of Directors and other forums, including during the formulation of the 2028 MTMP. Considering such track records, the Company continues to nominate Mr. Yanase as a candidate for Director not serving as Audit and Supervisory Committee Member. The Company expects Mr. Yanase to leverage such wide-ranging insight in exercising the supervisory function over the Company's business execution from a multifaceted perspective unbound by the industry to which the Company belongs, and also expects him to furnish advice and proposals regarding achieving the 2028 MTMP objectives, as well as promoting the Company's business even further.
		Independence There are no conflicts either with our standards for independence or with those prescribed by the Tokyo Stock Exchange, and the Company believes he is qualified to serve as an outside director, which requires an independent standpoint. Although he has in the past served in executive roles at Toyota Tsusho Corporation, both sales and purchasing transactions between the Company and this company account for less than 1% of their respective consolidated net sales, and it does not correspond to a major business partner as prescribed in the Company's standards for independence. Currently, he is registered as an Independent Officer with the Tokyo Stock Exchange.
		Special interest between the Company and the candidate None

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities at the Company and significant concurrent positions
6	 **Yasuhiro Yamada** (April 8, 1958, 68 years old) [New candidate] [Outside Director] [Independent Officer] Number of the Company's shares owned 243 Tenure as Director 1 year Attendance at the Board of Directors Meetings 100% (14/14)	Apr. 1983 Joined Mitsubishi Corporation June 2007 Director of Hokuetsu Paper Mills, Ltd. (current Hokuetsu Corporation) Apr. 2013 General Manager of Paper & Packaging Dept. of Mitsubishi Corporation Apr. 2015 Senior Vice President, Division COO of Living Essential Products Division of Mitsubishi Corporation Apr. 2018 Adviser (full-time) to Toyo Tire & Rubber Co., Ltd. (current Toyo Tire Corporation) Mar. 2019 Director, Chairman of the Board of Toyo Tire Corporation (to present) June 2025 Director, Member of the Audit and Supervisory Committee (Outside) of the Company (to present) **Reason for nomination as an Outside Director and expected role** Mr. Yamada has longstanding experience in business operations at a leading general trading company that operates globally. He also has wide-ranging experience that includes making improvements to governance and investor relations. Moreover, he also has sufficient experience as a supervisor of management, having chaired meetings of the Board of Directors as Chairman of the Board at a global manufacturer. Given the above, the Company has determined that his contribution is necessary as an Outside Director for the discussion of important management issues at meetings of the Board of Directors of the Company and for the supervision of business execution. For these reasons, the Company requested Mr. Yamada's election as a Director, Member of the Audit and Supervisory Committee last year. Mr. Yamada has made significant contributions as a Director, Member of the Audit and Supervisory Committee by offering valuable recommendations at meetings of the Board of Directors and other forums, including during the formulation of the 2028 MTMP. Furthermore, the Company expects Directors not serving as Audit and Supervisory Committee Members to provide advice and recommendations based on their management skills, and in light of the fact that Mr. Yamada in particular has provided numerous valuable recommendations based on his management experience, the Company has nominated him as a candidate for Director not serving as Audit and Supervisory Committee Member at this General Meeting of Shareholders from the perspective of optimizing the composition of the Board and further leveraging his skills. The Company expects Mr. Yamada to leverage such extensive experience and expert knowledge and insight regarding corporate management in exercising the supervisory function over the Company's business execution, and also expects him to furnish advice and proposals regarding achieving the 2028 MTMP objectives, as well as promoting the Company's business even further. Mr. Yamada is currently a Director, Member of the Audit and Supervisory Committee and is scheduled to resign subject to the approval of this proposal.
		Independence There are no conflicts either with our standards for independence or with those prescribed by the Tokyo Stock Exchange, and the Company believes he is qualified to serve as an outside director, which requires an independent standpoint. Although he has in the past served in executive roles at Mitsubishi Corporation and Hokuetsu Paper Mills, Ltd., and he currently serves in executive roles at Toyo Tire Corporation, both sales and purchasing transactions between the Company and these companies account for less than 1% of the respective consolidated net sales at any of those involved, and none correspond to a major business partner as prescribed in the Company's standards for independence. Currently, he is registered as an Independent Officer with the Tokyo Stock Exchange.
		Special interest between the Company and the candidate None

Proposal No. 3 Election of One Director, Member of the Audit and Supervisory Committee

This proposal requests the election of one new Director, Member of the Audit and Supervisory Committee, as the current Director, Member of the Audit and Supervisory Committee, Mr. Yasuhiro Yamada, will resign from the current position subject to the approval of Proposal No. 2.

This proposal has obtained the approval of the Audit and Supervisory Committee.

The candidate for Director, Member of the Audit and Supervisory Committee, is as follows:

Name (Date of birth)	Career summary, position and responsibilities at the Company and significant concurrent positions
 Norika Yuasa (August 18, 1974, 51 years old) [New candidate] [Outside Director] [Independent Officer] Number of the Company's shares owned 0 Tenure as Director –	Sept. 2003 Registered as an attorney at law Aug. 2011 Registered as an attorney at law in New York State Sept. 2017 Professor at the law school of Waseda University Jan. 2019 Partner of Miura & Partners (to present) June 2019 External Director of KOSÉ Corporation (to present) June 2021 Outside Audit & Supervisory Board Member of TOKYO ELECTRON DEVICE LIMITED (to present) June 2021 Outside Director of SAINT-CARE HOLDING CORPORATION Apr. 2026 Outside Audit & Supervisory Board Member of Ubie, Inc. (to present) **Reason for nomination as an Outside Director and expected role** Ms. Yuasa has worked as an attorney at law for many years and possesses a high level of expertise in the fields of legal affairs and compliance. She is active not only in Japan but also globally, including in Asia, Europe, and the U.S. In addition, she serves as an Outside Director and Outside Audit & Supervisory Board Member for several listed companies and has extensive knowledge regarding supervision and advisory roles as an outside officer. Given the above, the Company has determined that her contribution is necessary as an Outside Director for the discussion of important management issues at meetings of the Board of Directors of the Company and for the supervision of business execution. For these reasons, the Company nominates her as a candidate for Director, Member of the Audit and Supervisory Committee. The Company expects Ms. Yuasa to provide supervision and advice on Directors' execution of duties, given her professional viewpoints regarding legal affairs and governance, enlisting an objective perspective independent from business executives. Although Ms. Yuasa has no prior experience in corporate management other than serving as an Outside Director and Outside Audit & Supervisory Board Member, the Company has determined that she is capable of properly performing her duties as an Outside Director based on the above.
Attendance at the Board of Directors Meetings –	**Independence** Ms. Yuasa does not conflict with our standards for independence or those prescribed by the Tokyo Stock Exchange, and the Company believes she is qualified to serve as an outside director, which requires an independent standpoint. Furthermore, as an attorney at law, she is affiliated with Miura & Partners, but the Company has no dealings with this firm. If she is newly elected as Director, Member of the Audit and Supervisory Committee, the Company will register her as an Independent Officer with the Tokyo Stock Exchange.
	Special interest between the Company and the candidate None

*1 Age indicates candidate's age as of June 26, 2026.
*2 Tenure as Director, Member of the Audit and Supervisory Committee as of the conclusion of this General Meeting of Shareholders.
*3 In accordance with Article 427, paragraph (1) of the Companies Act, the Company will enter into a limited liability contract (an agreement that limits liability to the minimum amount prescribed by laws and regulations) with Ms. Norika Yuasa if she is elected.
*4 The Company has entered into a directors and officers liability insurance policy with an insurance company, as provided for in Article 430-3, paragraph (1) of the Companies Act. This policy covers the insureds for their legal liability for compensation for damages and litigation expenses arising from the execution of their duties. Moreover, among the insured persons, the Directors (including Directors serving as Audit and Supervisory Committee Members) of the Company personally cover 5% of their insurance premiums. If Ms. Norika Yuasa is elected and assumes the office as Director, Member of the Audit and Supervisory Committee, she will be included as an insured in the policy.
*5 Ms. Norika Yuasa's name on the family register is Ms. Norika Kunii.

Proposal No. 4 Election of Accounting Auditor

PricewaterhouseCoopers Japan LLC, the Company's current Accounting Auditor, will resign upon the conclusion of this General Meeting of Shareholders due to the expiration of its term of office. This proposal thereby requests the election of a new Accounting Auditor.
This proposal is based on the decision made by the Audit and Supervisory Committee.

The Audit and Supervisory Committee selected Deloitte Touche Tohmatsu LLC as the candidate for Accounting Auditor because PricewaterhouseCoopers Japan LLC has served as the Accounting Auditor for an extended period, and appointing a different Accounting Auditor is expected to bring a fresh perspective to the audit. In addition, Deloitte Touche Tohmatsu LLC has established a system to ensure that audits are conducted appropriately with regard to its global audit structure, expertise, independence, and quality control systems, and the Audit and Supervisory Committee therefore determined that it is a suitable candidate for Accounting Auditor of the Company.

Name	Deloitte Touche Tohmatsu LLC
Office location	Main office: Marunouchi Nijubashi Building, 2-3, Marunouchi 3-chome, Chiyoda-ku, Tokyo Other offices: (Japan) Sapporo, Sendai, Niigata, Saitama, Yokohama, Nagano, Hokuriku, Shizuoka, Nagoya, Kyoto, Osaka, Kobe, Hiroshima, Takamatsu, Fukuoka, Naha (Overseas) Approximately 40 cities with staff assignments (Deloitte Touche Tohmatsu Limited and its member firms)
Corporate history	May 1968 Established Tohmatsu Awoki & Co. May 1975 Joined Touche Ross International ("TRI") alliance (current Deloitte Touche Tohmatsu Limited, "DTTL") Feb. 1990 Changed the company name to Tohmatsu & Co. July 2009 Converted to a limited liability company and changed the company name to Deloitte Touche Tohmatsu LLC
Overview	Share capital: ¥1,241 million Composition: Partners (Certified Public Accountant) 453 Specified Partners 25 Employees Certified Public Accountant 2,402 Personnel who have passed the certified public accountant examination, etc. (including accountant assistants): 1,130 Other professionals: 2,149 Administrative staff: 82 Total 6,241 Companies engaged in audits: 3,215

Proposal No. 5 Determination of Remuneration for Granting Restricted Shares for Directors Not Serving as Audit and Supervisory Committee Members

1. Reasons for proposal and why proposal is considered appropriate

The Company received approval at the 177th Annual General Meeting of Shareholders held on June 27, 2025, for compensation to Directors not serving as Audit and Supervisory Committee Members of not more than ¥700 million per year (not more than ¥100 million for Outside Directors). The Company also received approval at the same meeting for a compensation amount related to the stock-based compensation plan for Directors not serving as Audit and Supervisory Committee Members (excluding Outside Directors; hereinafter "the Current Plan") as a separate framework from the monetary compensation described above of not more than ¥500 million and 285,000 shares per fiscal year (1,710,000 shares following the stock split implemented on April 1, 2026), and remains in effect to this day.

As part of a review of the compensation plan for Directors, and with the aim of providing Directors not serving as Audit and Supervisory Committee Members (excluding Outside Directors; hereinafter, "Eligible Directors") with an incentive to sustainably increase the corporate value of the Company, and of further promoting shared value between them and shareholders, the Company proposes to pay additional compensation to Eligible Directors for the granting of restricted shares, separately from the compensation described above (hereinafter, "the Plan").

The upper limit to compensation under the Plan, the total number of common shares to be issued or disposed of by the Company, and other conditions for granting restricted shares to Eligible Directors under the Plan have been decided after taking into account the reasons stated above, the business performance of the Company, the policy on determining the details of compensation, etc. for individual Directors of the Company (for details of said policy, please refer to "4. (5) Compensation, etc. to Directors" in the Business Report of the Notice of Convocation of Fujikura's 178th Annual General Meeting of Shareholders) and various other circumstances, and dilution is also negligible due to the upper limit for restricted shares allocated to Eligible Directors under the Plan being 0.05% of the total number of issued shares, and the Company therefore believes that the proposal is appropriate.

The current number of Directors not serving as Audit and Supervisory Committee Members is six (of which, three are Outside Directors), and if Proposal No. 2 "Election of Six Directors Not Serving as Audit and Supervisory Committee Members" is approved as proposed, the number of Directors not serving as Audit and Supervisory Committee Members will be six (of which, three will be Outside Directors).

With regard to the Current Plan, conditional on the proposal being approved as proposed, new points will no longer be granted, with the last such points being those granted before the approval of this proposal, and the Current Plan will come to an end as soon as money equivalent to the converted value of common shares of the Company related to points already granted is distributed and paid.

2. Details of the Plan

The total amount of common shares of the Company or monetary claims issued as compensation under the Plan shall not exceed ¥500 million per year, and the total number of common shares issued or disposed of by the Company shall not exceed 212,000 per year (however, this shall include splits (including the allotment of common shares of the Company without consideration) and a consolidation of the Company's stock conducted from the date on which this proposal is approved onward, or in the case that grounds arise that require other adjustments to the total number of common shares of the Company issued or disposed of as restricted shares, adjustments to said total number of common shares shall be made to a reasonable extent).

The issuance or disposal of restricted shares to Eligible Directors under the Plan shall use any of the following methods, and be executed based on a resolution of the Board of Directors of the Company.

(i) Cases where common shares of the Company are granted to Eligible Directors as compensation under the Plan without issuance of monetary claims

Such common shares shall be issued or disposed of as compensation to the Eligible Directors and shall not require issuance of monetary claims as property contributed in kind in exchange for the shares.

The per-share value of the Company's common shares to be granted to each Eligible Director shall be calculated based on the per-share amount determined using the closing price of the Company's common shares on the Tokyo Stock Exchange on the business day immediately preceding the date of the relevant resolution of the Board of Directors concerning such issuance or disposal (or, if no trading occurred on that day, the closing price on the most recent prior trading day).

Cases where monetary claims are issued to Eligible Directors as property contributed in kind to obtain restricted shares as compensation under the Plan

Eligible Directors shall pay all monetary claims to be issued under this proposal in the form of property contributed in kind, in accordance with a resolution of the Board of Directors of the Company, and shall in return receive common shares issued or disposed of by the Company. In such cases, the per-share payment amount shall be determined by a resolution of the Company's Board of Directors, based on the closing price of the Company's common shares on the Tokyo Stock Exchange on the business day immediately preceding the date of the resolution of the Board of Directors (or, if no trading occurred on that day, the closing price on the most recent prior trading day), within a range that does not constitute a particularly advantageous price for the Eligible Directors receiving the shares.

The issuance or disposal of common shares of the Company to Eligible Directors or issuance of monetary claims as property contributed in kind under the Plan are conducted in accordance with an agreement on allotment of shares with transfer restrictions concluded between the Company and Eligible Directors (hereinafter, "the Allotment Agreement").

The specific timing of payments and distributions to Eligible Directors will be decided by the Board of Directors after deliberations by the Remuneration Advisory Committee, in accordance with the Policy on Determining Compensation to Directors.

[Overview of Provisions in the Allotment Agreement]

(1) Restriction Period

Eligible Directors shall not transfer, create a security interest on, or otherwise dispose of the common shares of the Company allotted under the Allotment Agreement ("the Allotted Shares") for the period from the date on which the allotment was received under the terms of the Allotment Agreement to the time immediately after their resignation or retirement from a position predetermined by the Company's Board of Directors among the positions of officer or employee at the Company or its subsidiary ("the Restriction Period"). The restrictions described in the preceding sentence will hereinafter be collectively referred to as "the Transfer Restrictions."

(2) Treatment on resignation or retirement from the position

If an Eligible Director resigns or retires from a position predetermined by the Company's Board of Directors among the positions of officer or employee at the Company or its subsidiary before the expiration of a period predetermined by the Board of Directors of the Company ("the Service Provision Period"), the Company shall automatically acquire the Allotted Shares without contribution, unless the reason for their resignation or retirement from the position is the expiration of the term of their office, death, or some other justifiable reason.

(3) Lifting of transfer restrictions

Provided that a Eligible Director has remained in a position predetermined by the Company's Board of Directors among the positions of officer or employee at the Company of its subsidiary throughout the Service Provision Period, at the point at which the Restriction Period expires, the Company shall lift the Transfer Restrictions on all the Allotted Shares. However, (1) in cases where the Eligible Director has resigned or retired from a position predetermined by the Company's Board of Directors among the positions of officer or employee at the Company or its subsidiary for a justifiable reason before the expiration of the Service Provision Period, or (2) in cases where the Eligible Director has resigned or retired from a position predetermined by the Company's Board of Directors among the positions of officer or employee at the Company or its subsidiary for a reason other than a justifiable reason before the expiration of the Restriction Period, but after the expiration of the Service Provision Period, the number of Allotted Shares on which the Transfer Restrictions will be lifted and

the timing of the lifting of the Transfer Restrictions shall be reasonably adjusted as necessary. In accordance with the above provisions, the Company shall automatically acquire without contribution the Allotted Shares on which the Transfer Restrictions have not been lifted as of the time immediately after the Transfer Restrictions were lifted.

(4) Malus/Clawback provisions

The Company will establish provisions for cases where an eligible Director is recognized by the Company as having committed a violation of laws and regulations or of internal or other regulations in any material respect during the Restriction Period or after Transfer Restrictions have been lifted, or cases where certain grounds have arisen that have been set forth by the Board of Directors, including material accounting irregularities or substantial losses, enabling the Company to acquire without consideration some or all of the Allotted Shares allotted to an Eligible Director or the common shares of the Company on which the Transfer Restrictions have been lifted, or to demand a payment equivalent to the value of the Allotted Shares allotted to an Eligible Director or the common shares of the Company on which the Transfer Restrictions have been lifted.

(5) Treatment during reorganization, etc.

Notwithstanding the provisions of (1) above, if, during the Restriction Period, matters relating to a merger agreement in which the Company is the disappearing company, a share exchange agreement or share transfer plan in which the Company becomes a wholly owned subsidiary, or other reorganization, etc. are approved at the Company's General Meeting of Shareholders (or at a meeting of its Board of Directors in cases where approval at the Company's General Meeting of Shareholders is not required in relation to the reorganization, etc.), the Company shall lift the Transfer Restrictions on the Allotted Shares with the number of shares that is reasonably determined considering the period from the start date of the Restriction Period to the date of approval of the reorganization, etc. prior to the date on which the reorganization, etc. becomes effective, by resolution of the Board of Directors of the Company. In cases such as those set out above, the Company shall automatically acquire without contribution the Allotted Shares on which the Transfer Restrictions have not been lifted as of the time immediately after the Transfer Restrictions were lifted.

(6) Other matters

Other matters pertaining to the Allotment Agreement shall be determined by the Board of Directors of the Company.

(Reference)

[Independence Standards for Outside Directors]

A person to whom any of the following items currently applies, or has applied within the past three years, and the spouse or relative within the second degree of kinship of such a person does not have independence.

- A major business partner[*1] of the Group or an executive thereof[*2]
- A person for which the Group is a major business partner or an executive thereof
- A shareholder with 10% or more of the total voting rights of the Company or an executive thereof
- A person or an executive who has received moneys or substantial compensation[*3] in other form from the Company or its subsidiary, other than compensation obtained as an outside officer of the Company.

To ensure that the Outside Directors can allocate sufficient time and energy to the Group's service, the number of concurrent companies at which they may engage in as Outside Directors, including the Company, is limited to four in principle.

*1 Major business partner: A business partner for which the consolidated sales of the Company account for 1% or more of consolidated net sales, as well as a business partner for which the purchases by the Company account for 1% or more of consolidated net sales

*2 Executive: An executive director or an employee under said director

*3 Substantial compensation: Amounts in excess of ¥10 million per year

[Opinions of Audit and Supervisory Committee Regarding Nomination of Directors]

The Audit and Supervisory Committee received a report from the Nominating Advisory Committee Secretariat who attended a meeting of the Nominating Advisory Committee and discussed such report. As a result, the Audit and Supervisory Committee reached the conclusion that the decision-making process for the nomination of Directors of the Nominating Advisory Committee is appropriate, and that they consent to the proposal regarding the election of Directors serving as Audit and Supervisory Committee Members, and that there are no other special matters to be stated at the General Meeting of Shareholders pursuant to the provisions of the Companies Act.

[Nominating Advisory Committee]

Regarding the nomination of candidates for Directors not serving as Audit and Supervisory Committee Members, and Directors serving as Audit and Supervisory Committee Members, the Nominating Advisory Committee, which is an advisory body of the Board of Directors, verifies the fairness and appropriateness of the decision-making process regarding the nomination criteria and the reasons for appointment, including the achievements of each candidate. The Nominating Advisory Committee is composed of the Director, President & CEO, the Director in charge of human resources, and three Outside Directors; and chaired by an Outside Director.

For this General Meeting of Shareholders, the Committee concluded that the decision-making process for candidates for Directors was fair and reasonable.

[Remuneration Advisory Committee]

When determining the remuneration of Directors not serving as Audit and Supervisory Committee Members and Directors serving as Audit and Supervisory Committee Members, the Remuneration Advisory Committee, an advisory body to the Board of Directors, verifies the fairness and appropriateness of the decision-making process. The Remuneration Advisory Committee is composed of the Director, President & CEO, the Director in charge of human resources, and three Outside Directors; and chaired by an Outside Director.

For this General Meeting of Shareholders, the Committee concluded that the process for deciding details of stock-based compensation for Directors not serving as Audit and Supervisory Committee Members was fair and reasonable.

[Directors' Skill Matrix]

The skill matrix below maps the main skills the Company considers necessary to implement the 2028 MTMP against the skills possessed by each Director. This will be the Company's management team if Proposal No. 2 and Proposal No. 3 are approved as originally proposed.

Name		Position, etc.	Management	Planning	Personnel	Governance	Global	Finance and Accounting
Business execution system								
Directors	Naoki Okada	CEO	●	●		●		
	Kazuhito Iijima	CFO					●	●
	Noriyuki Kawanishi	CTO						
Supervisory system								
Directors	Toshikazu Koike	Independent Outside	●	●			●	
	Hideki Yanase	Independent Outside	●		●		●	
	Yasuhiro Yamada	Independent Outside	●	●		●	●	
Audit and Supervisory Committee Members	Koji Naruke	Full-time					●	●
	Rumiko Tanabe	Independent Outside						●
	Asuka Nakamura	Independent Outside				●		●
	Norika Yuasa	Independent Outside					●	

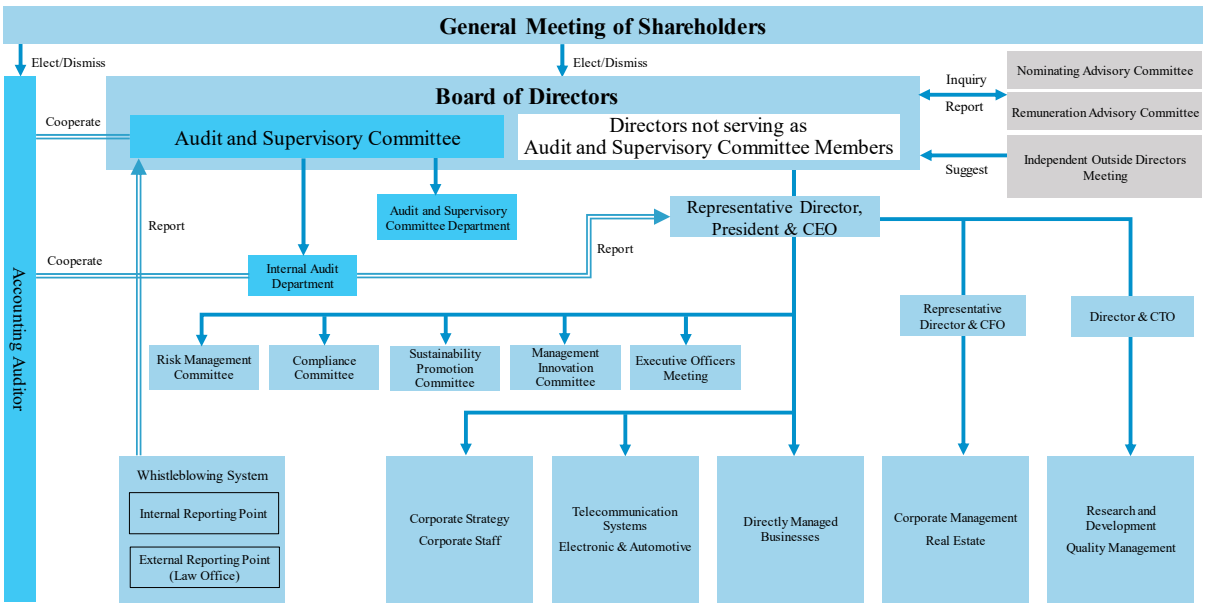
Name		Position, etc.	R&D	Engineering	Legal Affairs and Compliance	Sustainability	Gender	Business Experience
Business execution system								
Directors	Naoki Okada	CEO	●	●			M	I S C
	Kazuhito Iijima	CFO					M	
	Noriyuki Kawanishi	CTO	●	●			M	I S
Supervisory system								
Directors	Toshikazu Koike	Independent Outside				●	M	
	Hideki Yanase	Independent Outside					M	
	Yasuhiro Yamada	Independent Outside					M	
Audit and Supervisory Committee Members	Koji Naruke	Full-time					M	I T
	Rumiko Tanabe	Independent Outside					F	
	Asuka Nakamura	Independent Outside				●	F	
	Norika Yuasa	Independent Outside			●		F	

*1 Skills that the Company currently considers important from among those possessed by each individual are indicated with ●.

*2 "Business Experience" denotes experience accumulated in the core areas of business described in the 2028 MTMP.
"I": Information Infrastructure
This business area contributes to the establishment of telecommunication infrastructure, including DCI, to help realize an advanced information society through the use of optical wiring solutions based on innovative optical technology.

“S”: Information Storage
This business area contributes to the creation of data centers that can store vast amounts of information through the use of unique electronic component technology and ultra-high-speed optical wiring technology.
“T”: Information Terminal
This business area contributes to the evolution of high-functionality information terminals, quantum computers, and AI robots through the use of high-precision electronic components and wiring/mounting technology. We also conceive of next-generation automobiles as being information terminals.
“C”: Carbon neutrality
Because carbon neutrality initiatives are an opportunity for business creation as we prepare for the realization of a sustainable society, we will promote the commercialization of our superconductor and other technologies.

[The Company's Corporate Governance Structure (After the General Meeting of Shareholders on June 26, 2026 (Planned))]



- Nominating Advisory Committee

  Advisory body to the Board of Directors established with the purpose of ensuring the objectivity and transparency of decision-making processes related to the nomination of candidates for Directors.

  The Chair shall be elected from among the Outside Directors, and the majority of the members shall be Outside Directors.

- Remuneration Advisory Committee

  Advisory body to the Board of Directors established with the purpose of ensuring the objectivity and transparency of decision-making processes related to the remuneration for Directors.

  The Chair shall be elected from among the Outside Directors, and the majority of the members shall be Outside Directors.

- Independent Outside Directors Meeting

  In addition to reporting, deliberating, and sharing information on important affairs that affect the execution of business for the Company as a whole, this meeting seeks to facilitate the exchange of information and perceptions and so on between Outside Directors, and to produce recommendations as necessary.

  This body consists of all Outside Directors.

- Executive Officers Meeting[*1]

  Meeting that reports, deliberates, and shares information in relation to important affairs that affect execution of business for the Company as a whole.

  This body consists of Representative Director, President & CEO Mr. Okada as Chair, and all other Executive Directors and Executive Officers.

- Risk Management Committee[*2]

  Committee established to verify the Company's business execution system and execution status from the perspective of operational risk, to prevent and evaluate losses, to formulate policies, and to share the contents of the said policies.

- Management Innovation Committee[*2]

  Committee that promotes streamlining of management resources and optimization of the business portfolio, raising efficiency through expense reductions, and improving profitability through the enhancement of sales and purchasing power.

- Sustainability Promotion Committee[*2]

  Committee that conducts deliberation, promotion, etc. of basic policies and individual measures, the status of progress of such initiatives, external announcements, and other important matters, concerning sustainability aimed at achieving the sustainable growth of the Group.

- Compliance Committee[*2]

  Committee that shares information with management, deliberates issues concerning compliance in the Group, as well as promoting awareness-raising activities and activities ensuring that compliance takes root.

*1 The Full-time Audit and Supervisory Committee Member also attends and engages in Q&A, if needed.

*2 Such meeting bodies (with [*2]) denote a meeting or committee consisting of Representative Director, President & CEO Mr. Okada as Chair, and all other Executive Directors and Executive Officers. The Full-time Audit and Supervisory Committee Member also attends and engages in Q&A, if needed.

Business Report (from April 1, 2025 to March 31, 2026)

1. Current Status of the Fujikura Group

(1) Business Progress and Results

(i) Financial overview for fiscal year 2025

In the fiscal year 2025, the Group's net sales increased by 20.7% year-on-year to ¥1,182.4 billion, and operating profit increased by 39.2% year-on-year to ¥188.7 billion. In a continuation of developments from the previous fiscal year, sales and profits both increased due to such factors as demand from data centers, which grew on the back of the spread and expansion of generative AI. Net sales and operating profit set a record high for second consecutive periods, significantly exceeding the targets of the 2025 MTMP.

By business units, in the Telecommunication Systems Business Unit, net sales increased by 44.7% year-on-year to ¥653.0 billion, and operating profit increased by 65.7% year-on-year to ¥152.7 billion, due to strengthening demand from data centers, on the back of the spread and expansion of generative AI. In the Electronics Business Unit, net sales decreased by 7.3% year-on-year to ¥172.3 billion, and operating profit decreased by 66.5% year-on-year to ¥7.7 billion, due to the downstream supply chain faced issues, in addition to intense competition, and as headwinds from higher costs due to the stronger THB. In the Automotive Products Business Unit, net sales increased by 1.3% year-on-year to ¥179.4 billion, and operating profit grew by 17.0% year-on-year to ¥6.8 billion, due to the reflection of inflationary pressures and other factors on selling prices, while rising copper prices could not be passed on to selling prices during the period. In the Power Systems Business Unit, net sales increased by 8.1% year-on-year to ¥157.0 billion and operating profit increased by 58.6% year-on-year to ¥18.9 billion, due to higher shipments of high margin products, improved selling prices, and derivative valuation gains resulting from higher copper prices. In the Real Estate Business Unit, net sales were ¥11.0 billion, and operating profit was ¥5.0 billion.

As for ordinary profit, as a result of recording ¥16.9 billion in non-operating income and ¥6.1 billion in non-operating expenses, the Company achieved ordinary profit of ¥199.5 billion, a year-on-year increase of 45.4%, marking the fourth year in a row of setting record highs. In addition to this, a total of ¥8.6 billion was recorded as extraordinary income, consisting of proceeds from sale of shares of subsidiaries and associates, and a total of ¥3.5 billion was posted as extraordinary losses, which included the recording of expenses associated with structural reforms in the Electronics Business Unit and other restructuring initiatives.

As a result, profit attributable to owners of parent was ¥157.2 billion, up 72.5% year-on-year, and set a record high for five consecutive periods.

[Financial Highlights]

(Billions of yen)

	177th period FY2024	178th period FY2025	Variation
Net sales	979.4	11,824	2,030
Telecommunication Systems	451.3	6,530	2,017
Electronics business	185.9	1,723	(136)
Automotive Products	177.1	1,794	23
Power Systems	145.2	1,570	118
Real Estate	10.8	110	2
Other	9.1	97	6
Operating profit	135.5	1,887	532
Telecommunication Systems	92.2	1,527	605
Electronics business	22.9	77	(152)
Automotive Products	5.8	68	10
Power Systems	11.9	189	70
Real Estate	4.9	50	1
Other	(2.2)	(24)	(2)
Ordinary profit	137.2	1,995	623
Profit attributable to owners of parent	91.1	1,572	661
Net assets	435.3	5,932	1,579
Total assets	830.3	9,695	1,392

(2) Issues Facing the Fujikura Group

(i) 2028 Mid-term Management Plan

The “purpose” of the Fujikura Group is to create value for our customers and contribute to society through “Tsunagu” Technology™ using our DNA, which is “Enterprising Spirit” and “Fujikura, a technology leader.” The world is at a major turning point of transformation, with a variety of technological innovations unfolding in parallel. It is necessary for the Fujikura Group also to accurately identify these changes and promote the transformation of its business structure and management foundation. The 2028 Mid-term Management Plan (“2028 MTMP”) that was announced in May 2026 is the starting point for this transformation, and fiscal year 2026, which is the first year of the Plan, has been designated the start of the “4th Era” of the Fujikura Group.

During the previous Mid-term Management Plan, the Company pursued sustainable growth by promoting more sophisticated business management and strategic business operations, as well as rebuilding the business portfolio, and also worked to improve earning capacity and enhance the financial position. During the 2028 MTMP, the Company will use this robust financial base as a platform to shift from the previous approach of “defensive selection and concentration” to one of “offensive selection and concentration,” and accelerate strategic investments in growth sectors. We will continue to focus on the three fields of information infrastructure, information storage, and information terminals which were identified as core business areas in the previous Mid-Term Management Plan. Our policy will be to prioritize the allocation of management resources to the fields of information infrastructure and information storage. These areas in particular are expected to continue to expand going forward, due to the growth in data center demand that is being driven by development in the advancement of digital society. The stable and clean supply of energy to support data center operations has become an important societal issue, and the Company is also moving forward with initiatives that leverage its technological capabilities in the field of fusion energy (nuclear fusion), which it is hoped will become one of the measures for resolving this problem.

During the 2028 MTMP, we will continue management focused on capital efficiency while seeking to balance growth investment to achieve further progress, maintenance of a sound financial position, and returns to shareholders. For investment, we will concentrate on allocating management resources in growth fields, giving consideration to investment effect and risk, while maintaining an equity ratio of 50%. Regarding shareholder returns, we will aim to maintain a consolidated dividend payout ratio of 40%.

We aim for targets for the final year of the 2028 MTMP (FY2028) of net sales of ¥1,600.0 billion, operating profit of ¥315.0 billion, ROE (Return on Equity) of 28.5%, and ROIC (Return on Invested Capital) of 21.6%.

[Information Storage Area]

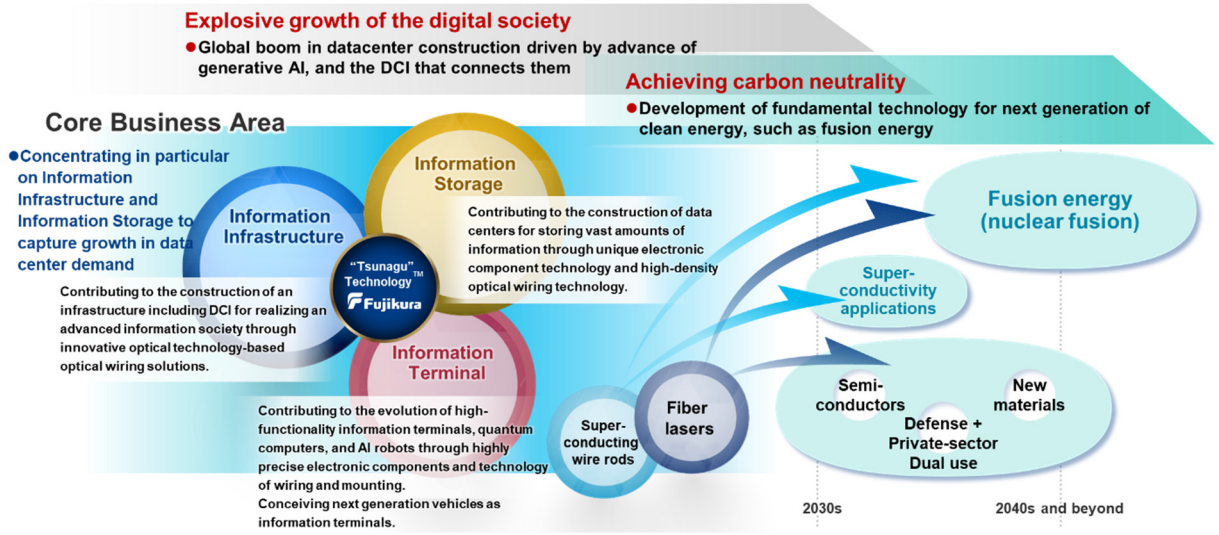
We will work to enhance and expand sales of high-density optical wiring solutions that help “save space” and “shorten installation time,” which include engineering services as well as optical fiber cables and multi-fiber optical connectors. These are aimed at the data center market, which is expected to experience high growth due to the spread and expansion of generative AI. By strengthening the production structure for HDD components, and the development and production structures for thermal products, we will contribute to the construction of data centers.

[Information Infrastructure Area]

With a focus on high-density optical wiring solution products, including our strategic product, Spider Web Ribbon® / Wrapping Tube Cable® (hereinafter, “SWR®/WTC®”) fiber optic cable, we will work to strengthen our supply structures and cost competitiveness in response to the increasing sophistication of communication infrastructure that is being driven by rising demand for data centers. In addition to digging deeper in existing key markets, such as the U.S., Japan, and the United Kingdom, we will work to open up global customers and markets, including Asia and Oceania, helping to build telecommunication infrastructure in response to the spread of generative AI that is expected to expand worldwide going forward.

[Information Terminals Area]

By leveraging the high-precision, fine-machining technology and high-density wiring technology that we have developed in the electronics business, and the strong customer base and global production sites of the automotive business, we will maximize the strengths of these two businesses and further deepen the co-creation between them to aim for the creation of new businesses. In particular we aim to contribute to the field of increasingly sophisticated information terminals such as next-generation automobiles and AI robots, which are expected to grow in the future.



(ii) Management Plan and Priority Issues for Business Units for Fiscal Year 2026

There are concerns that heightened tensions in the Middle East and other factors will lead to disruption of logistics and the supply chain, as well as shortages and rising prices for some raw materials, but we expect the demand environment to remain strong against the backdrop of growing investment in data centers that is being driven by the spread of generative AI. In light of this situation, as consolidated forecasts for the fiscal year ending March 31, 2027, the first year of the 2028 MTMP, the Company is aiming for net sales of ¥1,243.0 billion (up 5.1% from FY2025), operating profit of ¥211.0 billion (up 11.8%), ordinary profit of ¥218.0 billion (up 9.3%), and profit attributable to owners of parent of ¥156.0 billion (down 0.7%).

With regard to returns to shareholders, our policy is to use a dividend payout ratio of 40% as a guideline while taking into account profit and cash flow forecasts, future growth investments, and other factors. We plan to pay a dividend of ¥19.0 per share for both the interim dividend and the year-end dividend, for a total of ¥38.0 per share.

[Telecommunication Systems]

In the Telecommunication Systems business, we expect demand for hyperscale data centers to continue to grow, mainly in the North American market, against the background of the spread and expansion of generative AI. With the increasing importance of high-density optical wiring that supports this demand and of optical telecommunications infrastructure, including telecommunications that connects different data centers, we forecast that demand for optical fiber cables and multi-fiber optical connectors will remain at high levels going forward.

In this kind of business environment, the Company has designated increases in production capacity to be one of its important issues, and is moving forward with various measures. For optical fiber cables, in the fiscal year ended March 31, 2026, we decided on a policy of investing up to ¥300 billion in Japan and the U.S. to increase production capacity to three times the current level. For multi-fiber optical connectors, as well as increasing output of MT/MMC ferules, we will raise production capacity for wiring components at our plants in Vietnam, Mexico, and Poland. Looking ahead to the global expansion of AI infrastructure against the backdrop of a further strengthening of AI

infrastructure in the U.S., and rising demand for data management in various countries, we are moving forward with production capacity increases for these products.

Maintaining and strengthening our competitive advantage through the ongoing development and launch of new products is another important issue. Our strategic product, SWR®/WTC®, enables smaller diameters and higher densities, thus enabling effective use of limited installation spaces and helping shorten the time required for connection, which is a source of competitiveness in the data center market. We continuously create new cable products with smaller diameters and higher densities to differentiate ourselves and establish competitive advantages. In FY2025, as well as starting to sell the world's first SWR®/WTC® cables with 13,824 fibers for a hyperscale data center, we also commercialized SWR®/WTC® with 4,000 fibers for the domestic data center market.

In addition to continuing to strengthen our supply capacity and promoting the development of new products, we aim to expand our business foundation at the global level by leveraging our strength in providing total solutions for telecommunication network buildouts, covering everything from optical fiber cables, optical fiber fusion splicer equipment, optical connectors and optical components, to telecommunication engineering.

[Electronics business/Automotive Products]

From fiscal year 2026, we will integrate the Electronics Business Unit and Automotive Products Business Unit so that they are operated as a new Electronic & Automotive Business Unit. As explained above, with an eye on new business opportunities arising from such trends as next-generation vehicles and AI robots, we seek to generate synergies between both businesses and open the way to further growth.

In Electronics business, we have servers, smartphones and other information terminal for data centers, while for the industrial equipment market we offer a range of diverse and unique product groups, including connectors, electronic wires, HDD components, and thermal products. Our policy is to use our unique technology to help address demands for higher speed, higher capacity, miniaturization, and higher functionality, and so grow the business. In FPC, we continue to shift toward high value-added products where we can leverage our strengths, and will raise our competitiveness by strengthening technological capabilities and enhancing productivity.

The automotive business operates in three blocks: Asia, Europe, and North and South America. We are working on the optimization of our global production and supply systems, and will strive for ongoing improvements in profitability. Taking into account the major transformation that the automobile industry is undergoing due to the advance of CASE (connected cars, autonomous driving, sharing, and electrification), we will promote development of new products that achieve differentiation by leveraging our wiring, connection, and electronic components technology in the areas of compatibility with high-speed communication and control of electric power, in order to build a business base for future growth.

[Power Systems]

In the Power Systems business, we supply products that are essential for power infrastructure, including general-purpose low-voltage cables, high-voltage cables, and overhead transmission lines. In view of the fact that the domestic market has matured and is now in a stable phase, we will pursue a process of business selection and concentration to achieve efficient business operations. In addition, we will steadily capture demand related to urban redevelopment and data center construction, upgrades to heavily aged transmission wires, and enhancements to resilience, etc.

[Research and Development Unit]

The Research and Development Unit began optimizing the allocation of its resources in fiscal year 2026, shifting themes where there is a prospect of early commercialization to operating divisions, as well as adopting a policy of focusing on the creation of core technology that will prove to be unique

or superior over the medium to long term. Moreover, by developing applications based on end-user needs, it seeks to open the way to the creation of new businesses.

We are working on superconduction, fiber lasers, and next-generation optical fibers as priority technology domains. In the superconducting field, lengthening superconducting wire rods, improving their performance and advancing their manufacturing technology, we will strengthen the technology foundation with an eye on applying them to future energy and industrial fields, and promote their deployment into other applications. In the fiber laser field, we will focus on achieving higher output, higher efficiency, and higher reliability, aiming to thus enhance our technological capabilities in the field of advanced processing, and we will seek to apply this to new materials processing, semiconductor processing, and other areas. In the field of next-generation fiber, as well as promoting reductions in diameter and losses for multi-core fibers and hollow-core fibers, we will contribute to the fusion of optical and electronics technologies, such as CPO (Co-Packaged Optics), through the application of PANDA fiber and image fiber technology.

We will also promote the use of intellectual property that is aligned with business strategy, regardless of whether it relates to existing or new domains. Specifically, as well as encouraging the creation of IP through the use of the IP landscape and generative AI, etc., we will proactively utilize IP that we own to link technological superiority to sustainable business growth.

(iii) ESG

The Fujikura Group established the five-year activity plan "Sustainability Targets 2025 (FY2021 to FY2025)," aiming to contribute to a sustainable society and improve the corporate value over the medium to long term. For these targets, the Company set targets to be achieved for fiscal year 2025 on four themes, F (Finance & Future), E (Environment), S (Society), and G (Governance), making reference to social issues, international guidelines, evaluation items established by ESG Ratings Agencies, and comments from stakeholders. We established priority measures categorized by theme based on the Group's long-term vision, and engaged in activities to realize sustainable corporate management and a sustainable society. From the perspective of reflecting changes in the environment, shifts in management policy, and other factors, the Company revised its important issues (materialities) in May 2026. Going forward we will set and tackle targets based on new important issues.

a. Environment (E)

The Company announced its support for the TCFD (Task Force on Climate-related Financial Disclosures), an international initiative to promote disclosure of climate change risks in September 2019. The Company joined the international organization RE100, which aims for the use of 100% renewable energy in October 2019. The greenhouse gas emission reduction targets set by the Company have also been certified by the SBTi (Science Based Targets initiative)*, and it is targeting a 33% reduction in Scope 1 and Scope 2 and a 15% or more reduction in Scope 3 by fiscal year 2030 (all relative to FY2020). The Fujikura Group is working to cut CO2 emissions both at group companies and in the supply chain as a whole, and is promoting responses to climate change.

* A joint initiative established by several international organizations based on the Paris Agreement, which was adopted at the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) held in 2015. The SBTi supports companies in setting and certifying Science Based Targets (SBTs), which are standards consistent with scientific findings for measures to combat global warming.

b. Social (S): Human capital-related initiatives

Sustainable growth of the Company requires the hiring, development, promotion, and compensating of the diverse human resources who play an active role globally.

Using the HR development total system based on "Fujikura Group HRM Vision," we are working to build a culture and an environment optimized for the nurturing of outstanding personnel who can work anywhere in the world.

We primarily engage in the following activities.

i) Recruitment

As our business expands, the sense of personnel shortages become increasingly strong, especially in light of the intensifying competition for human resources amid the decline in the overall labor force in Japan. We are therefore focusing on strengthening and enhancing our recruitment activities and employee retention measures.
In particular, we are promoting measures to increase the Company's name recognition so that people know more about us. Our goal is to attract new personnel by expanding and enhancing points of contact with the Company through increased exposure in newspapers, television, social media, and other media, as well as by actively participating in recruitment events outside Japan. We recognize that these initiatives for external outreach also have a positive impact on the engagement and retention of existing employees.

ii) Human resources development

The sustainability of the management structure is also important for sustainable growth. Therefore, in fiscal year 2017, we introduced a system to select and train future management personnel. The Nominating Advisory Committee continuously monitors our efforts to select and develop management personnel, and we are working to improve our training system and brush up our framework based on feedback from the committee.
In addition, as an initiative aimed at producing entrepreneurs, we have been gathering ideas for new businesses and strengthening existing businesses from young employees since fiscal year 2020. For outstanding ideas, we appoint passionate proposers as leaders and assign them the necessary resources to develop their ideas into businesses. In fiscal year 2024, we launched special projects to commercialize several proposals.

c. Governance (G)

(a) Strengthening corporate governance

In 2017, the Company transitioned to an Audit and Supervisory Committee system with the aim of separating management supervision and execution to speed up management decision making. Since then, we have continued our efforts to strengthen corporate governance by overhauling our managerial system and strengthening the supervisory function of the Board of Directors.

As described in the "System to Ensure Appropriate Operations," provided separately, our current system for execution of business is based on the so-called "three-person structure" of CEO, CTO, and CFO, which enables proactive and decisive business operations based on sophisticated and effective management judgment. Meanwhile, we have worked to strengthen corporate governance through measures such as establishing a system that enables appropriate supervision of business execution by CxOs by the Board of Directors, in which independent Outside Directors account for more than half of the total number of members.

Furthermore, while the executive structure consisting of CEO, CTO, and CFO was maintained, the role of Outside Directors, who are primarily responsible for management supervision, was significantly revised during fiscal year 2025, with the result that they were divided into two groups: Directors who are not members of the Audit and Supervisory Committee and Directors who are members of the Audit and Supervisory Committee. The former group concentrates on supervising and advising on the 2028 MTMP and other matters of business execution, based on their knowledge of management, while the latter group focuses on auditing and supervising business execution based on their diverse specialized knowledge. We believe that both groups will be able to more effectively demonstrate their knowledge and expertise with the division into two groups. We have submitted a proposal for the election of Directors to this General Meeting of Shareholders that maintains this approach in fiscal year 2026, and if the appointments are approved as proposed the resulting structure will have ten Directors, of whom six will be independent Outside Directors.

In addition to the above, in order to further increase the independence of the internal audit function and the effectiveness of the activities of the Audit and Supervisory Committee, the Internal Audit Department, which was previously under the jurisdiction of the Representative Director, President & CEO, became an organization directly under the control of the Audit and Supervisory Committee as of April 1, 2026. In this way we aim to further strengthen the corporate governance of the Company.

(b) Strengthening Group governance

In order to promote stronger governance in the Group, we established the "Group Governance Basic Policy" to serve as a guideline in January 2024. This is intended to systematically establish rules and regulations for the entire Group, strengthen overall governance, and create an environment in which the Group can operate as though it were a single company. In terms of business operations, each business unit will reinforce the system to directly control group companies under its control according to their size and function, while in terms of monitoring, the Company's departments with corporate functions will directly monitor group companies.

In fiscal year 2026, we will continue to work to further strengthen Group governance by promoting the clarification and codification of approval authority within our globally operating Group companies—aligned with the Company's own authority approval chart—and by establishing and reinforcing an appropriate control framework led by their parent company, the Company. In particular, Mr. Banno, who is a Director of the Company, will be the new Chairman of America Fujikura Ltd., which is the core of the North American business, with the objective of reinforcing business promotion structures as well as strengthening Group governance.

(3) Fujikura Group Capital Investment

The total amount of capital investments for the 178th period was ¥40.3 billion, under the basic idea of taking a balanced approach of allocating resources mainly to growth sectors.

[Telecommunication Systems Business Unit]

In order to respond to the rising demand for data centers that is being driven by the spread and expansion of generative AI, the Company will strengthen supply structures centered on optical fiber and optical cables.

In optical cables, with an eye toward the recovery of the European market and business expansion in the Middle East and Africa, we are moving forward with investment in production equipment for our strategic product WTC® in Morocco, with the aim of starting operation in the first half of fiscal year 2026. This is aimed at repurposing the automotive business plant in Morocco for efficient use.

At the Sakura Works, approximately ¥45.0 billion has been invested in a next-generation plant for optical fiber and SWR®, which is under construction. In October 2025, we signed a Framework Agreement with the U.S. Department of Commerce with the goal of investing as much as ¥300.0 billion in Japan and the U.S. to increase production capacity of both optical fiber and SWR®/WTC® to up to three times the current levels.

For MT ferules, which are an important component of multi-fiber optical connectors, we made investments to increase production capacity to approximately 1.7 times the level in fiscal year 2024. As demand for data centers remains robust, we will consider further capacity increases depending on trends in demand going forward.

[Other]

The Company manufactures superconducting wire rods for the superconducting coils that are a key part in nuclear fusion power generation, expected as a next-generation power generation method that does not emit carbon dioxide. In response to increasingly active nuclear fusion power generation development in the U.S. and Europe, etc., we are moving forward with facilities investment to increase production in the Sakura Works. We plan to increase production capacity to approximately three to four times the level of fiscal year 2024 by fiscal year 2027, and further increase approximately two times the target level of fiscal year 2027 by fiscal year 2028.

(4) Fujikura Group Fund Procurement

(i) Fund procurement

In October 2023 we signed a long-term (3-year) commitment line agreement with one of our main financial institutions for ¥60.0 billion. There were no outstanding loan balances with respect to commitment lines as of the end of the period under review.

(ii) Principal lenders and loan amounts (As of March 31, 2026)

(Millions of yen)

Lender	Loan balance
Sumitomo Mitsui Banking Corporation	7,649
Mizuho Bank, Ltd.	5,007
MUFG Bank, Ltd.	4,292
The Shizuoka Bank, Ltd.	3,950
Sumitomo Mitsui Trust Bank, Limited	3,635
Syndicated loan*	30,000

* The syndicated loan is a loan from a syndicate, with Sumitomo Mitsui Banking Corporation as the arranger.

(5) Financial Position and Business Performance

(Millions of yen)

Category	175th period (FY2022)	176th period (FY2023)	177th period (FY2024)	178th period (current period) (FY2025)
Net sales	806,453	799,760	979,375	1,182,358
Operating profit	70,163	69,483	135,519	188,707
Ordinary profit	67,897	69,733	137,240	199,481
Profit attributable to owners of parent	40,891	51,011	91,123	157,163
EPS (yen)*	24.71	30.83	55.05	94.93
Net assets	294,384	366,582	435,329	593,193
Total assets	656,785	723,867	830,307	969,454

* The Company conducted a 6-for-1 share split for its common shares effective April 1, 2026. Net profit per share has been calculated assuming that the share split was implemented at the beginning of the 175th business year.

(6) Major Lines of Business of the Fujikura Group (As of March 31, 2026)

(i) Telecommunication Systems Business Unit

[Major lines of business]

This segment provides optical fiber cables and related products for the construction of optical networks.

[Main products]

Optical fibers, optical fiber cables, connection components including optical connectors, optical devices, optical fiber fusion splicers, optical line monitoring systems, optical transmitters, optical wiring systems, OPGW (Optical Ground Wires) and related installation work

(ii) Electronics Business Unit

[Major lines of business]

This segment provides components of electronic equipment for mobile devices, storage equipment, industrial machinery, in-vehicle equipment and medical equipment

[Main products]

FPCs, connectors, electronic wires, actuators for HDD, sensors, membrane switches and thermal solutions products

(iii) Automotive Products Business Unit

[Major lines of business]

This segment provides components for automobiles, etc.

[Main products]

Wire harnesses for automobiles and automotive components

(iv) Power Systems Business Unit

[Major lines of business]

This segment provides a variety of electric wires and cables, including those for industrial use, for power transmission and distribution and for communication, and related products.

[Main products]

Industrial electric wires, telecommunications metal cables, overhead transmission wires, power distribution lines, cables for power supply, and connection components for electric wires and power supply cables

(v) Real Estate Business Unit

This segment is engaged in the building rental business through the operation of "Fukagawa GATHARIA."

The Electronics Business Unit and Automotive Products Business Unit were integrated to create the Electronic & Automotive Business Unit on April 1, 2026.

(7) Principal Business Locations of the Fujikura Group (As of March 31, 2026)

(i) The Company

Head office:	Koto-ku, Tokyo
Works:	Sakura Works (Chiba Prefecture), Suzuka Works (Mie Prefecture) and Numazu Works (Shizuoka Prefecture)

(ii) Subsidiaries

America Fujikura Ltd. (U.S.), Fujikura Printed Circuits Ltd. (Tokyo), Fujikura Electronics (Thailand) LTD. (the Kingdom of Thailand), Fujikura Electronic Components (Thailand) Ltd. (the Kingdom of Thailand), Fujikura Conec (THAILAND) LTD. (the Kingdom of Thailand), Fujikura Automotive Asia Ltd. (Yamagata Prefecture), Fujikura Automotive Europe S.A.U. (Spain), Fujikura Automotive America LLC (U.S.), Fujikura Dia Cable Ltd. (Tokyo), and Nishi Nippon Electric Wire & Cable Co., Ltd. (Oita Prefecture)

(8) Employees of the Fujikura Group (As of March 31, 2026)

(Persons)

Segments, etc.	Number of employees	
Telecommunication Systems Business Unit	15,199	(706)
Electronics Business Unit	10,744	(6,680)
Automotive Products Business Unit	21,993	(2,051)
Power Systems Business Unit	1,472	(299)
Real Estate Business Unit	22	(9)
Head office and other	1,156	(293)
Total	50,586	(10,038)

* Figures shown in parentheses above are annual average numbers of temporary employees, excluded from the total number of employees.

(9) Principal Subsidiaries (As of March 31, 2026)

The outline of principal subsidiaries of the Company is as follows. Each subsidiary manufactures and sells the products listed in the right column. The Company has 92 consolidated subsidiaries (the same as the end of the previous fiscal year) and 12 subsidiaries (increased by 2 compared to the previous fiscal year) under the equity method.

Company name, etc.	Share capital Ownership percentage	Major lines of business
America Fujikura Ltd.	202 million U.S. dollars 100.0%	Optical cables, optical fiber fusion splicers, optical connection parts, OPGW and telecommunications-related work
Fujikura Printed Circuits Ltd.	¥1,000 million 100.0%	FPCs
Fujikura Electronics (Thailand) Ltd.	8,484 million Thai baht 100.0%	FPCs
Fujikura Electronic Components (Thailand) Ltd.	3,068 million Thai baht 100.0%	Electronic components
Fujikura Conec (THAILAND) LTD.*	1,730 million Thai baht 100.0%	Connectors
Fujikura Automotive Asia Ltd.	¥1,773 million 100.0%	Wire harnesses for automobiles
Fujikura Automotive Europe S.A.U.	60,000 euros 100.0%	Wire harnesses for automobiles
Fujikura Automotive America LLC	3 million U.S. dollars 100.0%	Wire harnesses for automobiles
Fujikura Dia Cable Ltd.	¥5,400 million 70.7%	Electric wires and cables
Nishi Nippon Electric Wire & Cable Co., Ltd.	¥960 million 60.8%	Electric wires and cables

* Trade name changed from DDK (THAILAND) LTD. to Fujikura Conec (THAILAND) LTD. on May 1, 2025.

2. Company's Stock (As of March 31, 2026)

(1) Number of Authorized Shares 1,190,000,000 shares
(2) Number of Shares Issued 295,863,421 shares (including 19,463,290 shares of treasury shares)
(3) Number of Shareholders 114,018 (up 31,701 from the previous fiscal year end)
(4) Major Shareholders

(Thousand shares; %)

Name	Number of shares held	Percentage of total shares issued
The Master Trust Bank of Japan, Ltd. (Trust Account)	52,775	19.09
Custody Bank of Japan, Ltd. (Trust Account)	20,732	7.50
Taiju Life Insurance Company Limited	7,134	2.58
Sumitomo Mitsui Banking Corporation	7,000	2.53
Custody Bank of Japan, Ltd. (Sumitomo Mitsui Trust Bank, Limited Retirement Benefit Trust Account)	5,610	2.03
STATE STREET BANK AND TRUST COMPANY 505001	5,003	1.81
The Shizuoka Bank, Ltd.	4,823	1.74
JP MORGAN CHASE BANK 385781	4,006	1.45
HSBC HONG KONG-TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	3,822	1.38
GOVERNMENT OF NORWAY	3,562	1.29

*1 The numbers presented in "Number of shares held" are based on the list of shareholders.
*2 Although the Company owns 19,463,290 shares of treasury shares, this is excluded from the above table. 19,463,290 shares of treasury shares do not include 379,905 shares held by the trust account relating to the stock distribution trust established for the stock-based compensation plan for Directors (excluding Outside Directors) not serving as Audit and Supervisory Committee Members and Executive Officers.
*3 The percentage values presented in "Percentage of total shares issued" are calculated excluding treasury shares.

(5) Shares delivered during the fiscal year to Directors as consideration for their execution of duties

No shares were delivered to Directors during the fiscal year under review.

* Details regarding the Company's stock-based compensation are described under "4. (5) Compensation, etc. to Directors."

(6) Other

On April 1, 2026, the Company conducted a stock split at a ratio of six shares for each common share held by shareholders recorded in the shareholders register as of the close of March 31, 2026, and also made a partial amendment to the Articles of Incorporation to change the number of authorized shares. As a result, the total number of shares issued after the stock split is 1,775,180,526 shares, and the total number of authorized shares set forth in the Articles of Incorporation is 7,000,000,000 shares.

3. Share Acquisition Rights (As of March 31, 2026)

Not applicable.

4. Company's Officers (As of March 31, 2026)

(1) Directors

Position	Name	Position and Responsibilities	Significant concurrent positions outside the Company
Representative Director Director, President & CEO	Naoki Okada	Internal Audit Department, Corporate Strategy Unit, Corporate Governance Unit, Corporate Staff Unit, Telecommunication Systems Business Unit, Electronic Components & Connector Business Unit, Automotive Products Business Unit, Production Engineering Unit, and Independent Business Companies, etc.	–
Representative Director Director & CTO	Tatsuya Banno	Research and New Business Development Unit and Corporate Quality Management Unit	–
Director & CFO	Kazuhito Iijima	Corporate Management Unit and Real Estate Business Unit	–
Director (Outside)	Keiji Yoshikawa	Chair of Nominating Advisory Committee Member of Remuneration Advisory Committee	Outside Director of AEON DELIGHT CO., LTD.
Director (Outside)	Toshikazu Koike	Member of Nominating Advisory Committee Chair of Remuneration Advisory Committee	Director & Chairman of BROTHER INDUSTRIES, LTD. Outside Director of IBIDEN CO., LTD.
Director (Outside)	Hideki Yanase	Member of Nominating Advisory Committee Member of Remuneration Advisory Committee	Outside Director of New Japan Chemical Co., Ltd.
Director, Member of the Audit and Supervisory Committee (Full-time)	Koji Naruke	Chair of the Board of Directors Chair of Audit and Supervisory Committee	–
Director, Member of the Audit and Supervisory Committee (Outside)	Yasuhiro Yamada	–	Director, Chairman of the Board of Toyo Tire Corporation
Director, Member of the Audit and Supervisory Committee (Outside)	Rumiko Tanabe	–	Tanabe Accounting Office Outside Director of TSI HOLDINGS CO., LTD.
Director, Member of the Audit and Supervisory Committee (Outside)	Asuka Nakamura	–	Outside Audit & Supervisory Board Member of Mynavi Corporation Outside Audit & Supervisory Board Member of KATO SANGYO CO., LTD. Outside Director of Daifuku Co., Ltd.

*1 A full-time Member of the Audit and Supervisory Committee is selected to ensure the effectiveness of the activities of the Audit and Supervisory Committee.

*2 Directors Mr. Keiji Yoshikawa, Mr. Toshikazu Koike and Mr. Hideki Yanase and Directors, Members of the Audit and Supervisory Committee Mr. Yasuhiro Yamada, Ms. Rumiko Tanabe and Ms. Asuka Nakamura serve as Outside Directors, as provided for in Article 2, Item 15 of the Companies Act.

*3 Director, Member of the Audit and Supervisory Committee Mr. Koji Naruke, has a significantly high level of knowledge about finance and accounting, gained from his many years of experience in the Company's accounting department. In addition, Ms. Rumiko Tanabe and Ms. Asuka Nakamura are certified public accountants and have a significantly high level of knowledge about finance and accounting.

*4 Directors Mr. Keiji Yoshikawa, Mr. Toshikazu Koike and Mr. Hideki Yanase and Directors, Members of the Audit and Supervisory Committee Mr. Yasuhiro Yamada, Ms. Rumiko Tanabe and Ms. Asuka Nakamura are registered as Independent Officers with the Tokyo Stock Exchange.

*5 The term of office of Ms. Hamako Hanazaki, Mr. Yoji Yamaguchi and Mr. Kozo Meguro, who were Directors serving as Audit and Supervisory Committee Members, expired at the conclusion of the 177th Annual General Meeting of Shareholders held on June 27, 2025.

*6 On April 1, 2026, the positions and responsibilities of Directors were changed as follows.

Name	Before change	After change
Naoki Okada	Director, President & CEO Internal Audit Department, Corporate Strategy Unit, Corporate Governance Unit, Corporate Staff Unit, Telecommunication Systems Business Unit, Electronic Components & Connector Business Unit, Automotive Products Business Unit, Production Engineering Unit, and Independent Business Companies, etc.	Representative Director, President & CEO, Corporate Strategy Unit, Corporate Staff Unit, Telecommunication Systems Business Unit, Electronic & Automotive Business Unit, Production Engineering Unit, and Directly Managed Businesses, etc.
Kazuhito Iijima	Director & CFO Corporate Management Unit and Real Estate Business Unit	Representative Director & CFO Corporate Management Unit and Real Estate Business Unit
Tatsuya Banno	Representative Director & CTO Research and New Business Development Unit and Corporate Quality Management Unit	Director and Executive Officer (Chairman of America Fujikura Ltd.)

Executive Officers who are not serving as Directors as of the same date are as follows.

Position	Name	Responsibilities
Executive Officer & CTO	Noriyuki Kawanishi	Research and Development Unit, Corporate Quality Management Unit
Executive Officer	Toru Hamasuna	Corporate Strategy Unit
Executive Officer	Yuki Mori	Corporate Staff Unit
Executive Officer	Ken Osato	Telecommunication Systems Business Unit
Executive Officer	Masazumi Takagi	Electronic & Automotive Business Unit
Executive Officer	Tetsuya Mangyoku	Production Engineering Unit

(2) Overview of Directors and Officers Liability Insurance Policy

The Company has entered into a directors' and officers' liability insurance policy with an insurance company, as provided for in Article 430-3, paragraph (1) of the Companies Act. The scope of insureds covered by the directors' and officers' liability insurance policy includes the Directors (including Directors serving as Audit and Supervisory Committee Members), auditors, executive officers, and management level personnel of the Company and its subsidiaries. This policy covers the insureds for their legal liability for compensation for damages and litigation expenses arising from the execution of their duties. Moreover, among the insured persons, the Directors (including Directors serving as Audit and Supervisory Committee Members) of the Company personally cover 5% of their insurance premiums.

(3) Overview of Provisions in Contracts for Liability Limitation

The Company and non-executive Directors have entered into a contract to limit their liability to damages in Article 423, paragraph (1) of the Companies Act, in accordance with the provisions of Article 427, paragraph (1) of the said act. The maximum amount of liability for damages under this contract is defined as the minimum liability amount provided for by Article 425, paragraph (1) of the said act.

(4) Outside Directors

The Company's Outside Directors are Mr. Keiji Yoshikawa, Mr. Toshikazu Koike, Mr. Hideki Yanase, Mr. Yasuhiro Yamada, Ms. Rumiko Tanabe and Ms. Asuka Nakamura.

Main activities during the 178th Period

	Overview of attendance and remarks at meetings, as well as of the duties relating to the role expected for outside directors
Director Keiji Yoshikawa	The Company expects Mr. Keiji Yoshikawa to utilize the abundant experience and knowledge that he has accumulated in corporate management over many years, to provide opinions and suggestions, and to demonstrate the supervisory function of company management from an objective position that is independent from executives. By actively participating in meetings of the Board of Directors and other important meetings related to the Company's management, and exchanging opinions with persons who execute business, he uses his experience and insight to provide necessary advice and proposals to ensure appropriateness and fairness from an objective standpoint independent of management, and fulfills the supervisory function of the Company's management. He serves as chair of the Nominating Advisory Committee and member of the Remuneration Advisory Committee. **Attendance at:** Board of Directors Meetings: 100% (17/17) Independent Outside Directors Meetings: 100% (20/20) Nominating Advisory Committee Meetings: 100% (6/6) Remuneration Advisory Committee Meetings: 100% (8/8) Audit and Supervisory Committee Meetings: 100% (7/7)
Director Toshikazu Koike	The Company expects Mr. Toshikazu Koike to utilize the abundant experience and knowledge that he has accumulated in corporate management over many years, to provide opinions and suggestions, and to demonstrate the supervisory function of company management from an objective position that is independent from executives. By actively participating in meetings of the Board of Directors and other important meetings related to the Company's management, and exchanging opinions with persons who execute business, he uses his experience and insight to provide necessary advice and proposals to ensure appropriateness and fairness from an objective standpoint independent of management, and fulfills the supervisory function of the Company's management. He serves as chair of the Remuneration Advisory Committee and member of the Nominating Advisory Committee. **Attendance at:** Board of Directors Meetings: 100% (14/14) Independent Outside Directors Meetings: 95% (19/20) Nominating Advisory Committee Meetings: 100% (6/6) Remuneration Advisory Committee Meetings: 100% (6/6)
Director Hideki Yanase	The Company expects Mr. Hideki Yanase to utilize the abundant experience and knowledge that he has accumulated in corporate management over many years, to provide opinions and suggestions, and to demonstrate the supervisory function of company management from an objective position that is independent from executives. By actively participating in meetings of the Board of Directors and other important meetings related to the Company's management, and exchanging opinions with persons who execute business, he uses his experience and insight to provide necessary advice and proposals to ensure appropriateness and fairness from an objective standpoint independent of management, and fulfills the supervisory function of the Company's management. He serves as member of the Remuneration Advisory Committee and the Nominating Advisory Committee. **Attendance at:** Board of Directors Meetings: 100% (14/14) Independent Outside Directors Meetings: 100% (20/20) Nominating Advisory Committee Meetings: 100% (6/6) Remuneration Advisory Committee Meetings: 100% (6/6)

	Overview of attendance and remarks at meetings, as well as of the duties relating to the role expected for outside directors
Director, Member of the Audit and Supervisory Committee Yasuhiro Yamada	The Company expects Mr. Yasuhiro Yamada to utilize the abundant experience and knowledge that he has accumulated in corporate management over many years, to provide opinions and suggestions, and to demonstrate the supervisory function of company management from an objective position that is independent from executives. By actively participating in meetings of the Board of Directors and other important meetings related to the Company's management, and exchanging opinions with persons who execute business, he uses his experience and insight to provide necessary advice and proposals to ensure appropriateness and fairness from an objective standpoint independent of management, and fulfills the supervisory function of the Company's management. **Attendance at:** Board of Directors Meetings: 100% (14/14) Independent Outside Directors Meetings: 100% (20/20) Audit and Supervisory Committee Meetings: 100% (13/13)
Director, Member of the Audit and Supervisory Committee Rumiko Tanabe	The Company expects Ms. Rumiko Tanabe to utilize her expertise and practical experience as a certified public accountant, to provide opinions and suggestions, and to demonstrate the supervisory function of company management from an objective position that is independent from business executives. By actively participating in meetings of the Board of Directors and other important meetings related to the Company's management, and exchanging opinions with persons who execute business, she uses her experience and insight to provide necessary advice and proposals to ensure appropriateness and fairness from an independent and objective standpoint, and fulfills the supervisory function of the Company's management. **Attendance at:** Board of Directors Meetings: 100% (14/14) Independent Outside Directors Meetings: 100% (20/20) Audit and Supervisory Committee Meetings: 100% (13/13)
Director, Member of the Audit and Supervisory Committee Asuka Nakamura	The Company expects Ms. Asuka Nakamura to utilize her expertise and practical experience as a certified public accountant, to provide opinions and suggestions, and to demonstrate the supervisory function of company management from an objective position that is independent from business executives. By actively participating in meetings of the Board of Directors and other important meetings related to the Company's management, and exchanging opinions with persons who execute business, she uses her experience and insight to provide necessary advice and proposals to ensure appropriateness and fairness from an independent and objective standpoint, and fulfills the supervisory function of the Company's management. **Attendance at:** Board of Directors Meetings: 100% (14/14) Independent Outside Directors Meetings: 100% (20/20) Audit and Supervisory Committee Meetings: 100% (13/13)

* Mr. Toshikazu Koike, Mr. Hideki Yanase, Mr. Yasuhiro Yamada, Ms. Rumiko Tanabe, and Ms. Asuka Nakamura were newly elected as Directors not serving as Audit and Supervisory Committee Members and Directors serving as Audit and Supervisory Committee Members at the 177th Annual General Meeting of Shareholders held on June 27, 2025. Accordingly, their attendance at Board of Directors Meetings, etc. during FY2025 is for meetings held after that date.

(5) Compensation, etc. to Directors

(i) Policy on Determining Compensation to Directors

In determining the policy for decisions on compensation, etc., as well as in determining compensation, etc., of Directors not serving as Audit and Supervisory Committee Members, decisions are made by resolution of the Board of Directors, upon having received a report from the advisory body of the Board of Directors, the Remuneration Advisory Committee (comprises the Director in charge of human resources and three Outside Directors; and is chaired by an Outside Director).

The content of our decision-making policy for the content of individual compensation, etc., for Directors is as shown below.

The Company not only deals with a variety of products but also promotes a global business operation. Accordingly, the duties of Directors are diverse and require expertise. Therefore, the standard for compensation to Directors should be set at a level appropriate to recruit qualified people capable of fulfilling these duties, and in specific, the compensation for Directors comprises the following three categories referring to surveys that target mainly listed companies conducted by multiple research agencies. Based on objective benchmarks and evaluations, we have revised the compensation policy to ensure a stronger link to performance.

(a) Basic compensation

The portion corresponding to the monitoring and supervision functions of each Director, which is a fixed amount according to his/her rank and grade.

(b) Short-term performance-based compensation

A base amount by rank and grade shall be established reflecting the corporate performance or the performance of the divisions under each Director's responsibility. The amount of compensation under this category shall vary within a range between 0% and 200% of the aforementioned base amount, depending on certain indicators (operating profit ratio, return on equity (ROE), and return on invested capital (ROIC)). We have used these indicators as they are "indicators that easily reflect management measures," "indicators that have a strong correlation with the level of return of profits to shareholders," and indicators which have high affinity with the Company's growth strategy. As standard value for indicators relating to short-term performance-based compensation in the fiscal year under review, we use the following two indicators.

(i) The consolidated plan for the fiscal year ended March 2025 that was resolved by the Board of Directors at the end of the fiscal year ended March 2024

(ii) Consolidated results for the fiscal year ended March 2024

Short-term performance-linked remuneration payments for the fiscal year under review have been decided by comparing each indicator calculated from these standard values with the same indicators calculated from the consolidated fiscal year results for the fiscal year ended March 31, 2025, from the following two perspectives.

✓ The degree of achievement against the consolidated plan for the fiscal year ended March 2025 (corresponding standard value: above (i))

✓ The degree of growth from the consolidated results for the fiscal year ended March 2024 (corresponding standard value: above (ii))

From the next fiscal year (the fiscal year ending March 31, 2027), the amount of operating profit is scheduled to replace the operating profit ratio as an indicator, with the aim of further strengthening incentives linked to top-line growth.

(c) Stock-based compensation

Apart from the monetary compensation in (a) and (b) above, a scheme that provides compensation in the form of common shares of the Company has been established. This scheme is mainly intended to enhance the motivation of Directors towards contribution to an increase in corporate value of the Company, by placing Directors in a position to enjoy the merit of a rising share price as well as to bear the risk of a falling share price, whereby Directors and shareholders share the merit and risk of such fluctuations.

The timing for receiving the distribution of the relevant shares is upon the retirement of the Directors not serving as Audit and Supervisory Committee Members, in principle.

Roughly 60% of the entire compensation shall be represented by the portion subject to fluctuations at a maximum, depending on performance and share price (short-term performance-based compensation and stock-based compensation).

On the other hand, compensation for non-executive Directors, in light of their duties, will be exclusively a fixed amount as basic compensation, not including short-term performance-based compensation and stock-based compensation.

The determination of policy for decisions on compensation, etc. and compensation, etc. for Directors serving as Audit and Supervisory Committee Members will be based on the market environment and consist of fixed compensation that takes into account their professional responsibilities. The amount of compensation for individual Directors serving as Audit and Supervisory Committee Members shall be within the range of compensation approved by a general meeting of shareholders, and shall be determined through deliberation by Directors serving as Audit and Supervisory Committee Members.

Furthermore, this policy will be determined through deliberation by Directors serving as Audit and Supervisory Committee Members.

(ii) Total Amount of Compensation, etc. to Directors

(Millions of yen)

Category	Total amount of compensation, etc.	Total amount of compensation, etc. by type			Number of recipients
		Basic compensation	Performance-based compensation	Stock-based compensation	
Directors not serving as Audit and Supervisory Committee Members (excluding Outside Directors)	409	149	136	124	3
Directors not serving as Audit and Supervisory Committee Members (Outside Directors)	32	32	—	—	3
Directors serving as Audit and Supervisory Committee Members (excluding Outside Directors)	32	32	—	—	1
Directors serving as Audit and Supervisory Committee Members (Outside Directors)	45	45	—	—	7

*1 The standard value and performances for indicators relating to "short-term performance-based compensation" in the fiscal year under review are as follows.

(Performance-linked coefficient)

The degree of achievement against the consolidated plan for the fiscal year ended March 2025

(%)

Type of indicator	Plan for fiscal year ended March 2025	Performance for fiscal year ended March 2025
Consolidated operating profit ratio	8.4	13.8
Consolidated rate of return on equity (ROE)	14.0	24.4

The degree of growth from the consolidated results for the fiscal year ended March 2024

(%)

Type of indicator	Performance for fiscal year ended March 2024	Performance for fiscal year ended March 2025
Consolidated operating profit ratio	8.7	13.8
Consolidated rate of return on equity (ROE)	16.7	24.4

(Note) In addition to the consolidated performance-linked indexes mentioned above, the amount of performance-linked remuneration for each executive Director is determined based on the degree of achievement of targets set based on the operating profit margin and return on invested capital (ROIC) of the responsible division.

*2 Total amount, etc. of compensation, etc. for those whose total amount of compensation, etc. is ¥100 million or more

(Millions of yen)

Name	Total amount of compensation paid by group	Total amount of compensation by type		
		Basic compensation	Performance-based compensation	Stock-based compensation
Naoki Okada	196	60	76	60
Tatsuya Banno	109	47	30	32
Kazuhito Iijima	104	42	30	32

*3 The Board of Directors, in regard to the individual compensation for Directors not serving as Audit and Supervisory Committee Members in the fiscal year under review, has determined that as individual compensation amounts for Directors are determined through the procedures described in "(i) Policy on Determining Compensation to Directors" above, the content of this conforms with such policy. In determining the compensation, etc. of Directors not serving as Audit and Supervisory Committee Members, the Remuneration Advisory Committee verifies the fairness and appropriateness of the decision-making process regarding the performance evaluation of each Director, the compensation standards in line with the market, the compensation system, and the specific amount of compensation. The Board of

Directors has received a report from the Remuneration Advisory Committee that the decision-making process is fair and reasonable.

*4 The Audit and Supervisory Committee received a report regarding the individual compensation of Directors not serving as Audit and Supervisory Committee Members in the fiscal year under review from the Remuneration Advisory Committee Secretariat who attended a meeting of the Remuneration Advisory Committee. As a result of the report and consultations, the Audit and Supervisory Committee reached the conclusion that the Remuneration Advisory Committee's decision-making process for the compensation, etc., of Directors not serving as Audit and Supervisory Committee Members is appropriate, and that there are no special matters that should be stated at a General Meeting of Shareholders under the provisions of the Companies Act.

*5 Matters concerning the resolution at the General Meeting of Shareholders on compensation, etc. of Directors

(1) It was resolved that the amount of compensation to Directors not serving as Audit and Supervisory Committee Members should not exceed ¥700 million per year (of which, an amount not exceeding ¥100 million for Outside Directors) at the 177th Annual General Meeting of Shareholders held on June 27, 2025. In addition, separate from such monetary compensation, a resolution was passed at said Annual General Meeting of Shareholders to restrict the amount of stock-based compensation to up to ¥500 million per year and the maximum number of shares to 285,000 shares (this became 1,710,000 shares due to the share split implemented on April 1, 2026) per year (Outside Directors are not eligible). The number of Directors not serving as Audit and Supervisory Committee Members as of the conclusion of said Annual General Meeting of Shareholders was six (of which three were Outside Directors).

(2) It was resolved that the amount of compensation to Directors serving as Audit and Supervisory Committee Members should not exceed ¥150 million per year (of which not exceeding ¥100 million for Outside Directors) at the 174th Annual General Meeting of Shareholders held on June 29, 2022. The number of Directors serving as Audit and Supervisory Committee Members as of the conclusion of said Annual General Meeting of Shareholders was six (of which five were Outside Directors).

5. Accounting Auditor

(1) Name of Accounting Auditor

PricewaterhouseCoopers Japan LLC

(2) Content of Non-Audit Services

・ Agreed procedures concerning certification application related to special provisions for levies pursuant to the provisions of Article 37, paragraph (1) of the Act on Special Measures Concerning Procurement of Electricity from Renewable Energy Sources by Electricity Utilities.

(3) Compensation Paid by the Total Fujikura Group

(Millions of yen)

	Amount
(i) Compensation as Accounting Auditor of the Company for the 178th period	141
(ii) Sum of the amount the Company and its subsidiaries owe to Accounting Auditor (including the amount set forth in (i))	216

*1 In the audit contract between the Company and Accounting Auditor, the compensation for the audit based on the Companies Act and that based on the Financial Instruments and Exchange Act are not separated, and it is not practically possible to distinguish between them. Therefore, the amount set forth in (i) above is the sum of them.

*2 The Company's principal subsidiaries, America Fujikura Ltd., Fujikura Electronics (Thailand) Ltd., Fujikura Electronic Components (Thailand) Ltd., Fujikura Conec (THAILAND) LTD., Fujikura Automotive Europe S.A.U. and Fujikura Automotive America LLC are subject to audits by audit corporations other than the Company's accounting auditor.

*3 Taking into account the "Practical Guidelines for Cooperation with Accounting Auditors" released by the Japan Audit & Supervisory Board Members Association, the Audit and Supervisory Committee, by acquiring necessary documents and hearing reports from the Accounting Auditor and relevant sections within the Company, compares the audit plan with the actual results of the previous fiscal year; confirms the time and contents of audits by each auditing item for the fiscal year under review; and examines the appropriateness of the amount of compensation. After these discussions, the Audit and Supervisory Committee gives its consent regarding the compensation, etc. of the Accounting Auditor in accordance with Article 399, paragraphs (1) and (3) of the Companies Act.

(4) Policy on Decision Concerning Dismissal or Non-Reappointment of Accounting Auditor

It is the policy of the Company that the Accounting Auditor shall be dismissed with the consent of all Audit and Supervisory Committee Members in the case that the Accounting Auditor infringes on or violates laws and regulations such as the Companies Act and the Certified Public Accountant Law.

Moreover, in the case that it determines that a serious impediment or possibility of a serious impediment arises in the Company's auditing in light of changes in the nature of the Company's business or the corporate scale including the consolidated group, or smoothness of partnership with other audit organizations, the Audit and Supervisory Committee shall propose to a General Meeting of Shareholders "Dismissal or Non-reappointment of Accounting Auditor."

In order to ensure the independence and other related matters of the accounting auditor, the Audit and Supervisory Committee engages in comprehensive consideration of the situation, including whether or not to change the accounting auditor, when the period of continuous auditing by the accounting auditor exceeds a certain level.

* Monetary amounts and numbers of shares less than stated units in this Business Report are rounded off.

Consolidated Balance Sheets

(As of March 31, 2026)

(Millions of yen)

Item	Amount	Item	Amount
ASSETS		**LIABILITIES**	
Current assets	**657,579**	**Current liabilities**	**277,923**
Cash and deposits	181,219	Notes and accounts payable - trade	126,750
Notes receivable - trade	13,699	Short-term borrowings	24,727
Accounts receivable - trade	210,182	Current portion of bonds payable	10,000
Contract assets	28,742	Income taxes payable	13,106
Merchandise and finished goods	55,675	Contract liabilities	11,251
Work in process	41,611	Provision for customs duties	13,624
Raw materials and supplies	86,513	Other provisions	1,054
Other	40,445	Other	77,410
Allowance for doubtful accounts	(508)	**Non-current liabilities**	**98,338**
Non-current assets	**311,875**	Bonds payable	10,000
Property, plant and equipment	**196,863**	Long-term borrowings	40,250
Buildings and structures	83,265	Other provisions	594
Machinery, equipment and vehicles	46,168	Lease liabilities	16,636
Land	15,450	Retirement benefit liability	9,894
Leased assets	23,469	Other	20,964
Construction in progress	21,513	**Total liabilities**	**376,261**
Other	6,997	**NET ASSETS**	
Intangible assets	**18,067**	**Shareholders' equity**	**452,489**
Goodwill	7,491	Share capital	53,076
Other	10,575	Capital surplus	24,503
Investments and other assets	**96,946**	Retained earnings	385,288
Investment securities	48,265	Treasury shares	(10,377)
Retirement benefit asset	4,388	**Accumulated other comprehensive income**	**107,876**
Deferred tax assets	29,528	Valuation difference on available-for-sale securities	10,465
Other	14,861	Deferred gains or losses on hedges	(106)
Allowance for doubtful accounts	(96)	Foreign currency translation adjustment	93,580
		Remeasurements of defined benefit plans	3,937
		Non-controlling interests	**32,828**
		Total net assets	**593,193**
Total assets	**969,454**	**Total liabilities and net assets**	**969,454**

Consolidated Statements of Income

(From April 1, 2025 through March 31, 2026)

(Millions of yen)

Item	Amount	
Net sales		1,182,358
Cost of sales		850,075
Gross profit		332,283
Selling, general and administrative expenses		143,576
Operating profit		188,707
Non-operating income		
Interest income	1,841	
Dividend income	858	
Share of profit of entities accounted for using equity method	11,964	
Foreign exchange gains	491	
Other	1,717	16,871
Non-operating expenses		
Interest expenses	2,069	
Product repair costs due to customers' claims	428	
Other	3,599	6,097
Ordinary profit		199,481
Extraordinary income		
Gain on sale of shares of subsidiaries and associates	3,072	
Insurance claim income	2,537	
Gain on sale of investment securities	2,370	
Gain on termination of retirement benefit plan	489	
Other	149	8,617
Extraordinary losses		
Impairment losses	58	
Business restructuring expenses	3,426	
Other	1	3,485
Profit before income taxes		204,613
Income taxes - current	50,480	
Income taxes - deferred	(7,915)	42,565
Profit		162,048
Profit attributable to non-controlling interests		4,885
Profit attributable to owners of parent		157,163

Non-consolidated Balance Sheets

(As of March 31, 2026)

(Millions of yen)

Item	Amount	Item	Amount
ASSETS		**LIABILITIES**	
Current assets	**140,071**	**Current liabilities**	**109,499**
Cash and deposits	42,059	Notes payable - trade	1
Notes receivable - trade	853	Accounts payable - trade	17,020
Accounts receivable - trade	50,606	Short-term borrowings	19,695
Merchandise and finished goods	7,077	Current portion of bonds payable	10,000
Work in process	12,462	Accrued expenses	8,310
Raw materials and supplies	3,247	Deposits received	35,311
Accounts receivable - other	15,419	Provision for loss on business of subsidiaries and associates	709
Short-term loans receivable	6,692		
Other	1,657	Other	18,454
Non-current assets	**233,997**	**Non-current liabilities**	**61,904**
Property, plant and equipment	**86,956**	Bonds payable	10,000
Buildings	56,465	Long-term borrowings	40,250
Structures	2,420	Long-term leasehold and guarantee deposits received	7,762
Machinery and equipment	8,125		
Land	9,469	Provision for retirement benefits	2,057
Construction in progress	8,633	Other provisions	568
Other	1,844	Other	1,268
Intangible assets	**2,590**	**Total liabilities**	**171,404**
Software	1,989	**NET ASSETS**	
Other	601	**Shareholders' equity**	**194,007**
Investments and other assets	**144,451**	Share capital	53,076
Investment securities	16,557	Capital surplus	28,303
Shares of subsidiaries and associates	101,598	Legal capital surplus	13,269
Investments in capital of subsidiaries and associates	12,671	Other capital surplus	15,034
		Retained earnings	122,981
Deferred tax assets	13,046	Other retained earnings	122,981
Other	613	Reserve for tax purpose reduction entry of non-current assets	938
Allowance for doubtful accounts	(34)		
		Retained earnings brought forward	122,043
		Treasury shares	(10,353)
		Valuation and translation adjustments	**8,657**
		Valuation difference on available-for-sale securities	8,657
		Total net assets	**202,664**
Total assets	**374,068**	**Total liabilities and net assets**	**374,068**

Non-consolidated Statements of Income

(From April 1, 2025 through March 31, 2026)

(Millions of yen)

Item	Amount	
Net sales		219,888
Cost of sales		149,389
Gross profit		70,499
Selling, general and administrative expenses		33,117
Operating profit		37,382
Non-operating income		
Interest and dividend income	45,162	
Foreign exchange gains	3,181	
Other	168	48,512
Non-operating expenses		
Interest expenses	1,680	
Interest on bonds	177	
Removal expenses of non-current assets	364	
Financing expenses	188	
Other	1,554	3,963
Ordinary profit		81,931
Extraordinary income		
Gain on sale of shares of subsidiaries and associates	4,320	
Gain on extinguishment of tie-in shares	2,620	
Insurance claim income	2,112	
Gain on sale of investment securities	2,015	
Other	149	11,216
Extraordinary losses		
Business restructuring expenses	18	
Other	1	19
Profit before income taxes		93,127
Income taxes - current	8,637	
Income taxes - deferred	(9,508)	(871)
Profit		93,998

[English Translation Audit Report of the Audit and Supervisory Committee's Report Originally Issued in Japanese Language]

The Audit and Supervisory Committee's Audit Report

The Audit and Supervisory Committee of Fujikura Ltd. (hereafter, "the Company") conducted an audit regarding the execution of the duties of the directors for the 178th business year (April 1, 2025 to March 31, 2026). Methods and results of the audit are as follows.

1. Method and Contents of the audit
   With regard to the contents of the resolution of the Board of Directors regarding matters defined in Article 399-13, paragraph (1), item (1)-(b) and -(c) of the Companies Act and the structure established based on such resolution (internal control system), the Audit and Supervisory Committee received reports on the establishment and the status of the operation of the internal control system from the Directors, officers and employees on a regular basis, sought explanations as necessary, expressed our opinions and conducted an audit according to the methods described below.

   Meanwhile, with regard to internal control over financial reporting as required by the Financial Instruments and Exchange Act, the Audit and Supervisory Committee received reports from the Directors, etc. and the Accounting Auditor, PricewaterhouseCoopers Japan LLC, regarding their evaluation of internal control and the results of the audit, and sought explanations as necessary.

   (1) While utilizing techniques via telephone lines, the Internet, etc. in accordance with the audit policy, assignment of duties and other relevant matters specified by the Audit and Supervisory Committee, Audit and Supervisory Committee Members, in collaboration with the Internal Audit Division and others, attended important meetings, received reports from the Directors, officers and employees on the execution of their duties, sought explanations as necessary, scrutinized important documents pertaining to decision-making, and examined the business and financial conditions at the head office and other principal offices. Regarding subsidiaries, Audit and Supervisory Committee Members communicated and exchanged information with the Directors, the Corporate Auditors and employees of subsidiaries, and received reports with respect to their business from subsidiaries as necessary.
   (2) We monitored and verified whether the Accounting Auditors maintained their independence and implemented appropriate audits, and we received reports from the Accounting Auditors regarding the performance of their duties and sought explanations as necessary. Also, we received notice from the Accounting Auditors that "the Systems for ensuring that duties of the Accounting Auditors are performed properly" (matters set forth in each item of Article 131 of the Corporate Accounting Regulations) is organized in accordance with the "Quality Management Standards Regarding Audits" (Business Accounting Council) and other relevant standards, and sought explanations as necessary.

   Based on the above methods, we examined the Business Report and the annexed detailed statements, non-consolidated financial statements ("non-consolidated balance sheets," "non-consolidated statements of income," "non-consolidated statements of changes in equity," and "notes to non-consolidated financial statements") and the annexed detailed statements, and consolidated financial statements ("consolidated balance sheets," "consolidated statements of income," "consolidated statements of changes in equity," and "notes to consolidated financial statements") for this business year.

2. Results of the audit
   (1) Results of audit of the Business Report, etc.
      i) We confirm that the Business Report and the annexed detailed statements fairly represent the condition of the Company in accordance with the relevant laws and regulations and the Articles of Incorporation of the Company.
      ii) With regard to the performance of duties of the Directors, we confirm that there were no improper acts or violations of any laws and regulations or the Articles of Incorporation of the Company committed by any of the Directors in connection with their duties.

iii) We confirm that the details of the resolution made by the Board of Directors concerning the internal control system is proper. Furthermore, we confirm that there are no matters on which to remark with regard to performance of duties of the Directors and content of the Business Report concerning the aforementioned internal control system.

(2) Results of audit of the non-consolidated financial statements and the annexed detailed statements
We found the method and the results of the audit by the Accounting Auditor, PricewaterhouseCoopers Japan LLC, to be appropriate.

(3) Results of audit of the consolidated financial statements
We found the method and the results of the audit by the Accounting Auditor, PricewaterhouseCoopers Japan LLC, to be appropriate.

May 20, 2026

Audit and Supervisory Committee of Fujikura Ltd.

Full-time Audit and Supervisory Committee Member:	Koji Naruke	[Seal]
Audit and Supervisory Committee Member:	Yasuhiro Yamada	[Seal]
Audit and Supervisory Committee Member:	Rumiko Tanabe	[Seal]
Audit and Supervisory Committee Member:	Asuka Nakamura	[Seal]

Note: Among Members of the Audit and Supervisory Committee, Mr. Yasuhiro Yamada, Ms. Rumiko Tanabe and Ms. Asuka Nakamura serve as Outside Directors, as provided for in Article 2, item (15) and Article 331, paragraph (6) of the Companies Act.