Securities code: 5932
August 7, 2026
(Commencement of electric provision of documents: August 4, 2026)

To Shareholders with Voting Rights:

Shozo Hirano
President, Chief Executive Officer
Sankyo Tateyama, Inc.
70 Hayakawa, Takaoka City, Toyama, Japan

NOTICE OF THE 81st ANNUAL GENERAL MEETING OF SHAREHOLDERS

We would like to express our appreciation for your continued support and patronage.

We hereby inform you that the 81st Annual General Meeting of Shareholders of Sankyo Tateyama, Inc. (the "Company") will be held as described below.

When convening this general meeting of shareholders, the Company has taken measures for providing information in electronic format (the "electronic provision measures") and has posted matters subject to the electronic provision measures on the following Company website under the title "The 81st Annual General Meeting of Shareholders."

The Company website:
https://www.st-grp.co.jp/ir/meeting.html

In addition to the website shown above, the Company also has posted this information on the website of Tokyo Stock Exchange (TSE). To view the information, please access the TSE website, input the issue name (company name) or securities code (5932), click "Search," then click "Basic information," and select "Documents for public inspection / PR information." The information is posted under "Notice of General Shareholders Meeting / Informational Materials for a General Shareholders Meeting" of "Filed information available for public inspection."

The TSE website:
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

You may exercise your voting rights by mail or via the internet in lieu of attending the meeting in person. If you will exercise your voting rights in advance, please review the Reference Documents for the General Meeting of Shareholders among the matters subject to the electronic provision measures and exercise your voting rights in accordance with the guidance described below no later than 5:20 p.m. on Wednesday, August 26, 2026.

1. **Date and Time:** Thursday, August 27, 2026 at 10:00 a.m. Japan time
2. **Place:** Large Hall, 2nd Floor, Showroom, Head Office, Sankyo Tateyama, Inc. 70 Hayakawa, Takaoka City, Toyama, Japan
3. **Meeting Agenda:**

Matters to be reported: The Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements for the Company's 81st Fiscal Year (June 1, 2025–May 31, 2026) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee

Proposals to be resolved:

Proposal 1: Appropriation of Surplus

Proposal 2:	Election of Six (6) Directors (Excluding Directors Concurrently Serving as Audit & Supervisory Committee Members)
Proposal 3:	Determination of the Amount and Details of Stock Compensation, etc. for Directors

- If you attend the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- In accordance with laws and regulations and Article 18 of Articles of Incorporation of the Company, the following matters are not included in this notice as they are posted on each of the websites shown on page 1 above.
  - i. The following matters from the business report:
    Matters concerning the accounting auditor
    Systems to ensure the appropriateness of operations
    Summary of the operational status of the internal control system
    Basic policy regarding the control of the Company
  - ii. The following matters from the consolidated financial statements:
    Consolidated statement of changes in equity
    Notes to consolidated financial statements
  - iii Non-consolidated financial statements
  - iv Audit report

  Accordingly, this notice is part of the documents audited by the Accounting Auditor when preparing the accounting audit report and by the Audit & Supervisory Committee when preparing the audit report.
- If any amendments are made to the matters subject to electronic provision measures, such amendments will be posted on the respective websites where the matters are posted.

Reference Documents for the General Meeting of Shareholders

Proposal 1: Appropriation of Surplus

Taking into consideration multiple factors, including its business performance for the fiscal year under review and the business environment, the Company proposes to distribute a year-end dividend of 12.50 yen per share for the fiscal year under review as described below.

Items Related to Year-end Dividend

1. Type of dividend property
   Cash
2. Items related to the allocation of dividend property to shareholders and its total amount
   ¥12.50 per ordinary share Total: ¥392,995,238
3. Effective date of distribution of surplus
   August 28, 2026

Proposal 2: Election of Six (6) Directors (Excluding Directors Concurrently Serving as Audit & Supervisory Committee Members)

Seven (7) Directors (excluding Directors concurrently serving as Audit & Supervisory Committee Members) will complete their terms of office at the conclusion of this General Meeting of Shareholders. Accordingly, the election of six (6) Directors (excluding Directors concurrently serving as Audit & Supervisory Committee Members) is proposed.

The candidates are as follows:

No.	Name		Current positions and responsibilities at the Company	Attendance at the Board of Directors meetings
1	Yasuyuki Kurohata	[Reappointment]	Director, Managing Executive Officer General Manager, Corporate Planning Division, in charge of Agri-Business Promotion Department, and Chief of Global Business, the Company	16/16
2	Katsuyoshi Shirai	[New appointment]	Managing Executive Officer Head of Revenue Structure Reform Project and Chief of Sustainability Promotion, the Company	–
3	Tsuneaki Yoshida	[Reappointment]	Director, Managing Executive Officer General Manager, General Affairs & Human Resources Division, General Manager, Information Systems Division, and in charge of Corporate Audit Department, the Company	16/16
4	Kensuke Kubota	[Reappointment]	Director, Managing Executive Officer General Manager, Finance & Accounting Division and General Manager, Trust Administration Department, the Company	16/16
5	Ichiro Azuma	[Reappointment]	Director, Managing Executive Officer, the Company President, Tateyama Advance Company	16/16
6	Hiroko Shinoda	[Reappointment] [Outside] [Independent]	Outside Director, the Company	16/16

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="12">1</td><td rowspan="11">Yasuyuki Kurohata
(January 3, 1965)

[Reappointment]</td><td>April 1989</td><td>Joined Sankyo Aluminium Industry Co., Ltd.</td><td rowspan="11">4,000
ordinary
shares</td></tr>
<tr><td>June 2013</td><td>General Manager, Building Business Management Department, Building Division, Sankyo Alumi Company, the Company</td></tr>
<tr><td>December 2015</td><td>General Manager, Building Business Management Department and General Manager, Building Construction Department, Building Division, Sankyo Alumi Company, the Company</td></tr>
<tr><td>June 2017</td><td>General Manager, Tohoku Branch, Sankyo Alumi Company, the Company</td></tr>
<tr><td>June 2021</td><td>General Manager, Business Development Division and Deputy General Manager, Corporate Planning Division, the Company</td></tr>
<tr><td>June 2022</td><td>Executive Officer, General Manager, Corporate Planning Division and General Manager, Business Development Division, the Company</td></tr>
<tr><td>December 2022</td><td>Executive Officer, General Manager, Corporate Planning Division, the Company</td></tr>
<tr><td>June 2023</td><td>Managing Executive Officer, General Manager, Corporate Planning Division, the Company</td></tr>
<tr><td>August 2023</td><td>Director, Managing Executive Officer, General Manager, Corporate Planning Division, the Company</td></tr>
<tr><td>June 2024</td><td>Director, Managing Executive Officer, General Manager, Corporate Planning Division and in charge of Logistics Management, the Company</td></tr>
<tr><td>June 2025</td><td>Director, Managing Executive Officer, General Manager, Corporate Planning Division, General Manager, Business Development Division, and Chief of Global Business, the Company</td></tr>
<tr><td></td><td>June 2026</td><td>Director, Managing Executive Officer, General Manager, Corporate Planning Division, in charge of Agri-Business Promotion Department, and Chief of Global Business, the Company
(current positions)</td><td></td></tr>
<tr><td></td><td colspan="4">[Reason for nomination]
Having been involved in operations related to construction materials sales, business development, and corporate planning, Mr. Yasuyuki Kurohata is currently General Manager of Corporate Planning Division of the Company. Considering that he has a wealth of operational experience at the Company and knowledge of the Group’s overall management, the Company renominates him as a candidate for Director.</td></tr>
</table>

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	Katsuyoshi Shirai (April 19, 1959) [New appointment]	April 1982 Joined Sankyo Aluminium Industry Co., Ltd. August 2005 General Manager, Design Department, Tokyo Sales Department, Kanto Building Construction Materials Branch, Sankyo Aluminium Industry Co., Ltd. June 2012 General Manager, Design Department, Building Division, Sankyo Alumi Company, the Company June 2015 General Manager, Technology Development Department, Sankyo Alumi Company, the Company August 2017 Executive Officer, General Manager, Technology Division, the Company Business Officer, General Manager, Technology Development Department, Sankyo Alumi Company June 2020 Senior Business Officer, General Manager, Building Division and in charge of MONOS Promotion Department, Development Department, Sankyo Alumi Company, the Company June 2021 Managing Executive Officer, the Company General Manager, Building Division and in charge of MONOS Promotion Department, Development Department, Sankyo Alumi Company June 2024 Managing Executive Officer, General Manager, Reform Promotion Division and in charge of Sustainability Promotion Department, the Company In charge of Development Department, Sankyo Alumi Company August 2025 Managing Executive Officer, Head of Revenue Structure Reform Project, and General Manager, Reform Promotion Division, the Company June 2026 Managing Executive Officer, Head of Revenue Structure Reform Project and Chief of Sustainability Promotion, the Company (current positions)	2,800 ordinary shares
	[Reason for nomination] Having been involved in operations related to construction materials design, technology development, and Building Division, Mr. Katsuyoshi Shirai is currently Head of Revenue Structure Reform Project of the Company. Considering that he has a wealth of operational experience as well as advanced and broad knowledge at the Company, the Company newly nominates him as a candidate for Director.		

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">3</td><td>Tsuneaki Yoshida
(August 28, 1961)

[Reappointment]</td><td>April 1984
June 2014

June 2016

June 2017

June 2018

May 2020
August 2020

June 2021

August 2023</td><td>Joined The Hokuriku Bank, Ltd.
General Manager, Sales Promotion Department, The Hokuriku Bank, Ltd.
Executive Officer, General Manager, Sales Planning Department and General Manager, Sales Strategy Office, The Hokuriku Bank, Ltd.
Executive Officer, General Manager, Hokkaido Regional Business Division, The Hokuriku Bank, Ltd.
Managing Executive Officer, General Manager, Hokkaido Regional Business Division, The Hokuriku Bank, Ltd.
Director (part-time), The Hokkaido Bank, Ltd.
Advisor, the Company
Director, Managing Executive Officer, the Company
Senior Business Officer, Sankyo Alumi Company
Director, Managing Executive Officer, General Manager, General Affairs & Human Resources Division and General Manager, Information Systems Division, the Company
Director, Managing Executive Officer, General Manager, General Affairs & Human Resources Division, General Manager, Information Systems Division, and in charge of Corporate Audit Department, the Company
(current positions)</td><td>5,200
ordinary
shares</td></tr>
<tr><td colspan="4">[Reason for nomination]
Since becoming an Advisor of the Company in May 2020, Mr. Tsuneaki Yoshida has engaged in business process management, corporate administration and human resources, and information systems operations of the construction materials sector. Considering that he has a wealth of operational experience, including his operational experience in the corporate sales and sales planning sectors of The Hokuriku Bank, Ltd., and knowledge of sales overall, the Company renominates him as a candidate for Director.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="10">4</td><td rowspan="9">Kensuke Kubota
(June 12, 1963)

[Reappointment]</td><td>April 1987</td><td>Joined The Sumitomo Trust and Banking Co., Ltd. (currently Sumitomo Mitsui Trust Bank, Limited)</td><td rowspan="9">10,400 ordinary shares</td></tr>
<tr><td>August 2009</td><td>General Manager, Yamaguchi-Hofu Branch, The Sumitomo Trust and Banking Co., Ltd.</td></tr>
<tr><td>April 2011</td><td>General Manager, Structured Trust Products Department, The Sumitomo Trust and Banking Co., Ltd.</td></tr>
<tr><td>April 2015</td><td>General Manager, No. 1 Sales Department, Osaka Main Branch, Sumitomo Mitsui Trust Bank, Limited</td></tr>
<tr><td>January 2018</td><td>Supervisor, Human Resources Department, Sumitomo Mitsui Trust Holdings, Inc. (currently Sumitomo Mitsui Trust Group, Inc.) Supervisor, Human Resources Department, Sumitomo Mitsui Trust Bank, Limited</td></tr>
<tr><td>June 2020</td><td>Advisor, the Company</td></tr>
<tr><td>August 2020</td><td>Director, Managing Executive Officer, General Manager, Finance and Accounting Division, the Company</td></tr>
<tr><td>June 2026</td><td>Director, Managing Executive Officer, General Manager, Finance and Accounting Division, and General Manager, Trust Administration Department, the Company
(current positions)</td></tr>
<tr></tr>
<tr><td colspan="4">[Reason for nomination]
Since becoming an Advisor of the Company in June 2020, Mr. Kensuke Kubota has engaged in finance and accounting sector operations. Considering that he has a wealth of operational experience, including his operational experience in the corporate sales and structured trust products sectors of Sumitomo Mitsui Trust Bank, Limited, and knowledge of finance and accounting overall, the Company renominates him as a candidate for Director.</td></tr>
</table>

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
5	Ichiro Azuma (October 8, 1964) [Reappointment]	April 1987	Joined Tateyama Aluminium Industry Co., Ltd.	4,200 ordinary shares
		June 2004	General Manager, Planning Department, Building Construction Materials Division, Building Construction Materials Business Division HQ, Tateyama Aluminium Industry Co., Ltd.	
		June 2006	General Manager, Building Business Planning Department, Building Construction Materials Business Division HQ, Sankyo Tateyama Alumi, Inc.	
		June 2010	Deputy General Manager, Tokyo First Branch, Tateyama Advance, Inc.	
		February 2011	General Manager, Building Construction Materials First Department, Kanto Building Construction Materials Branch, Sankyo Tateyama Alumi, Inc.	
		June 2012	General Manager, Building Construction Materials Department, Kanto Building Construction Materials Branch, Sankyo Alumi Company, the Company	
		June 2015	General Manager, Hokuriku Branch, Sankyo Alumi Company, the Company	
		June 2017	General Manager, Kansai Building Construction Materials Branch, Sankyo Alumi Company, the Company	
		June 2019	Deputy General Manager, Building Division and General Manager, Building Business Planning Department, Sankyo Alumi Company, the Company	
		June 2022	Executive Officer, the Company General Manager, Kyushu Branch, Sankyo Alumi Company	
		June 2024	Managing Executive Officer, the Company President, Tateyama Advance Company	
		August 2024	Director, Managing Executive Officer, the Company President, Tateyama Advance Company (current positions)	
	[Reason for nomination] Having been primarily involved in construction material sales operations, Mr. Ichiro Azuma is currently President of Tateyama Advance Company, an in-house company of the Company. Considering that he has a wealth of operational knowledge at the Company in areas including sales of building construction materials and commercial facilities, the Company renominates him as a candidate for Director.			

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">6</td><td>Hiroko Shinoda
(November 6, 1965)

[Reappointment]</td><td>April 1987
October 1990
October 1992
June 1997
November 1997
March 2016

July 2018

April 2023
June 2024
August 2024
April 2025</td><td>Joined Hananoki Foods Co., Ltd.
Joined ATAX Co., Ltd.
Established Office Creo
Director, GO Co., Ltd.
Established Creo Inc., Director
Advisor, Ministry of Health, Labour and Welfare’s Promotion of Women’s Activities for Small and Medium Enterprises
Member, Gifu Prefecture Council for Gender Equality for the 21st Century
Director, NPO GEWEL
Retired from Director, GO Co., Ltd.
Outside Director, the Company
Representative Director, NPO GEWEL
(current positions)</td><td>300
ordinary
shares</td></tr>
<tr><td colspan="4">[Reason for nomination and expected roles]
After working for a management consulting firm providing support for human resources and recruitment, Ms. Hiroko Shinoda became independent and established Creo Inc. in 1997. She has experience and knowledge regarding women’s empowerment and diversity as well as knowledge on human resources based on her experience of working for a company. Considering that she has provided advice and recommendations from her expert perspectives and striven to strengthen the management and supervisory functions of the Company, the Company renominates her as a candidate for Outside Director.</td></tr>
</table>

Notes:
1. There are no special interests between each candidate and the Company.
2. Ms. Hiroko Shinoda is a candidate for Outside Director under Article 2, Item 15 of the Companies Act.
3. Ms. Hiroko Shinoda has been registered with the Tokyo Stock Exchange as an Independent Director as stipulated by the Exchange. If she is elected, the Company will designate and register her with the Exchange again as an Independent Director.
4. Ms. Hiroko Shinoda will have served as an Outside Director for two (2) years at the conclusion of this General Meeting of Shareholders.
5. The Company has concluded an agreement with Ms. Hiroko Shinoda, in accordance with the provisions of Article 427, Paragraph 1 of the Companies Act and the Company’s Articles of Incorporation, to limit her liability under Article 423, Paragraph 1 of said Act to the minimum amount stipulated in Article 425, Paragraph 1 of the Act as long as she fulfils her duties in good faith and without material negligence. If Ms. Hiroko Shinoda is elected, the Company will continue the same agreement with her.
6. The Company has entered into a directors and officers liability insurance agreement with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. In the event of a claim for damages caused by the actions of the insured in the course of their duties, this insurance policy will cover damages payments and legal costs, etc. borne by the insured. If the candidates for Directors are elected, they will each be included in the insured under the policy. In addition, when this policy is next due for renewal, the Company will conclude a similar agreement with each of the Directors as the insured.
7. Sankyo Aluminium Industry Co., Ltd. and Tateyama Aluminium Industry Co., Ltd. merged on June 1, 2006, and renamed themselves Sankyo Tateyama Alumi, Inc.
8. Sankyo Tateyama Alumi, Inc., Sankyo Material, Inc., and Tateyama Advance, Inc. carried out a merger on June 1, 2012, in which Sankyo Tateyama Alumi, Inc. was the surviving

company. In addition, the surviving company, Sankyo Tateyama Alumi, Inc., changed its trade name to Sankyo Tateyama, Inc. on the same date.

9. Sankyo Tateyama, Inc. carried out a merger with its parent company, Sankyo-Tateyama Holdings, Inc., on December 1, 2012, in which Sankyo Tateyama, Inc. was the surviving company.

Reference:

Skill matrix of the Board of Directors (if each candidate for Director is elected at this Meeting)
The composition of the Company’s Board of Directors is determined by taking its overall balance and diversity into account. The following skill matrix presents the summary of the knowledge, experiences, and capabilities possessed by each Director.

Position		Name	Corporate Management	Global Business	Sales/ Marketing	Manufacturing/ Technology Development/ IT Systems	Human Resource Development/ Labor	Legal Affairs/ Compliance	Finance/ Accounting
President	Chief Executive Officer	Yasuyuki Kurohata	●		●				
Representative Director	Senior Managing Executive Officer	Katsuyoshi Shirai	●		●	●			
Director	Managing Executive Officer	Tsuneaki Yoshida	●	●	●	●	●	●	●
Director	Managing Executive Officer	Kensuke Kubota	●		●		●	●	●
Director	Managing Executive Officer	Ichiro Azuma			●				
Outside Director		Hiroko Shinoda	●				●		
Director	Audit & Supervisory Committee Member (full-time)	Yasushi Fujimaki			●				
Outside Director	Audit & Supervisory Committee Member (full-time)	Akihiko Mori	●	●				●	●
Outside Director	Audit & Supervisory Committee Member	Hirotoshi Aramaki	●			●			
Outside Director	Audit & Supervisory Committee Member	Kazunori Toda					●	●	●
Outside Director	Audit & Supervisory Committee Member	Miho Yoshikawa				●		●	

Note: The above matrix is not an exhaustive list of the experiences and specialties possessed by each Director.

Proposal 3: Determination of Amount and Details of Stock Compensation, etc. for Directors

1. Reasons for the proposal and rationale for the compensation plan

The compensation of Directors of the Company currently comprises “fixed compensation” and “bonuses.” The Company now seeks to introduce a new stock compensation plan (hereinafter referred to as the “Plan”) utilizing a trust for Directors of the Company (excluding Directors Concurrently Serving as Audit & Supervisory Committee Members and Outside Directors as described below) and requests that the Board of Directors be given full authority to determine the details of the Plan within the scope below.

The purpose of the Plan is to further clarify the link between Directors’ compensation and the Company’s share value and to increase awareness among Directors about how to contribute to the improvement of medium- to long-term business performance and the enhancement of corporate value by sharing with shareholders the benefits and risks associated with share price fluctuations. It is also to provide incentives to drive sustainable enhancement of corporate value even after the delivery of shares by imposing transfer restrictions on shares delivered to Directors until their resignation.

In this proposal, "resignation" means the cessation of an individual's tenure as a Director or an Executive Officer of the Company.

This proposal is intended to provide Directors (excluding Directors Concurrently Serving as Audit & Supervisory Committee Members and Outside Directors; the same applies hereinafter) who hold office during the approximately four (4) years from the day following the conclusion of this Annual General Meeting of Shareholders until the date of the conclusion of the Annual General Meeting of Shareholders in August 2030 (hereinafter referred to as the "Target Period") with compensation under the Plan separate from the maximum limit on compensation for Directors (excluding Directors Concurrently Serving as Audit & Supervisory Committee Members) (up to 400 million yen annually) approved at the 70th Annual General Meeting of Shareholders held on August 27, 2015 (however, the "Target Period" may be extended, subject to the decision of the Board of Directors of the Company as described in 2. (2) below).

The outline of the content of the Company’s policy for determining the details of compensation, etc. for individual Directors’ compensation, etc. is provided on page 40 of this Notice. However, at the meeting held on July 9, 2026, the Board of Directors resolved to revise the said policy as described in the Reference section set forth below this proposal, subject to the approval of this proposal. As the content of this proposal is necessary and reasonable in order to provide compensation, etc. in accordance with the policy for determining the details of compensation, etc. for individual Directors’ compensation, etc. following the revision, the Company has determined that the content of this proposal is appropriate.

If Proposal 2 “Election of Six (6) Directors (Excluding Directors Concurrently Serving as Audit & Supervisory Committee Members)” is approved, the number of Directors eligible for the Plan will be five (5).

* If this proposal is approved, the Company plans to introduce a similar stock compensation plan for Executive Officers under entrustment agreements with the Company.

2. Amount and details of compensation, etc. under the Plan

(1) Overview of the Plan

Under the Plan, which is a stock compensation plan, a trust established by the Company by contributing cash (hereinafter referred to as the “Trust”) acquires the ordinary shares of the Company (hereinafter referred to as “Company Shares”), and a number of Company Shares equivalent to a specified percentage of the number of points granted by the Company to each Director (hereinafter referred to as “Points for Share Delivery”) are delivered to each Director through the Trust (provided, however, that such shares shall be subject to transfer restrictions through the execution of a transfer restriction agreement between the Company and each Director as described in 3. below). With regard to the number of points remaining after deducting the “Points for Share Delivery” from the points granted by the Company to each Director (hereinafter referred to as “Points for Cash Delivery”), Company Shares equivalent to such number of points shall be sold through the Trust, and the cash equivalent to the proceeds of such sale shall be delivered to each Director.

The Company Shares shall be delivered to Directors, in principle, at a designated time during each fiscal year within the trust period. Additionally, cash shall be delivered to Directors, in principle, upon their resignation.

1)	Persons eligible for the Plan	Directors of the Company (excluding Directors Concurrently Serving as Audit & Supervisory Committee Members and Outside Directors)
2)	Target Period	From the day following the conclusion of this Annual General Meeting of Shareholders until the date of the conclusion of the Annual General Meeting of Shareholders in August 2030
3)	Maximum amount of cash to be contributed by the Company as funds for the acquisition of Company Shares necessary for delivery to the persons eligible in 1) during the Target Period in 2) (four years)	A total of 300 million yen
4)	Method of acquiring Company Shares through the Trust	Acquisition through receiving treasury shares via disposal or through the stock exchange market (including off-floor trading)
5)	Maximum total number of points granted to the persons eligible in 1)	75,000 points per fiscal year
6)	Point granting criteria	Points granted in accordance with position, etc.
7)	Timing of the delivery of Company Shares (equivalent to Points for Share Delivery) to the persons eligible in 1)	At a designated time during each fiscal year within the trust period
8)	Timing of the delivery of cash (equivalent to Points for Cash Delivery) to the persons eligible in 1)	Date of resignation
9)	Transfer Restriction Period under the Transfer Restriction Agreement specified in 3.	From the date of receipt of the Company Shares until the date of resignation

(2) Maximum amount of cash contributed by the Company

The initial trust period of the Trust shall be approximately four (4) years. During the Target Period, the Company shall contribute up to 300 million yen in cash, which shall be used as funds for acquiring the Company Shares necessary for delivery to Directors under the Plan, as compensation to Directors holding office during the Target Period and establish the Trust, designating Directors who meet certain requirements as beneficiaries. The Trust shall acquire Company Shares using the cash entrusted by the Company as the source of funds, either through receiving the treasury shares of the Company via disposal or through the stock exchange market (including off-floor trading).

Note: The amount of cash that the Company actually entrusts to the Trust shall consist of the sum of the funds for acquiring Company Shares as described above and the estimated amount of necessary expenses, including trust fees and trust administrator fees. If the Company introduces a similar stock compensation plan for the Executive Officers under entrustment agreements with the Company, as described above, funds necessary to acquire Company Shares for delivery to Executive Officers shall also be entrusted under the Plan.

The Company may continue the Plan by extending the Target Period of the Trust, setting a period of no more than five (5) fiscal years each time (including extending the trust period in effect by transferring the trust assets of the Trust to a trust with the same purpose as that of the Trust established by the Company; the same applies hereinafter), based on the decision of the Board of Directors of the Company. In this case, the Company will additionally contribute cash to the Trust up to the amount derived by multiplying the number of years of the extended Target Period by 75 million yen as funds for additionally acquiring the Company Shares necessary for delivery to Directors under the Plan during the extended Target Period, and will continue the granting of points and the delivery of the Company Shares (and cash) described in (3) below (the same applies hereinafter).

(3) Calculation method and maximum number of Company Shares to be delivered to Directors

1) Method, etc. of granting points to Directors

The Company shall, pursuant to the Share Delivery Regulations established by the Board of Directors of the Company, grant points to each Director according to their position on the point grant date (in principle, each fiscal year) during the trust period stipulated in the Share Delivery Regulations.

However, the total number of points granted by the Company to Directors shall not exceed 75,000 points per fiscal year.

2) Delivery of Company Shares to Directors

Each Director, on the condition that they execute the transfer restriction agreement described in 3. below with the Company and complete other prescribed procedures during each fiscal year within the trust period in principle, shall acquire beneficial interests in Trust each time they receive the granting of points under 1) above and, as a beneficiary of the Trust, receive the delivery of the number of Company Shares equivalent to the Points for Share Delivery out of the points granted under 1) above. One point shall be equivalent to one share of Company Shares (provided, however, that in cases where an event occurs with respect to Company Shares for which it is deemed to be reasonable to adjust the number of Company Shares per point, such as a stock split or reverse stock split, the number of Company Shares per point shall be adjusted in accordance with the relevant split ratio, reverse split ratio, etc.).

However, in the event of the conversion of Company Shares held in the Trust due to circumstances such as a settlement that occurs after the tender of shares in a tender offer for

Company Shares held in the Trust, the Trust may also effect delivery in the form of cash (the amount of such conversion) in lieu of Company Shares.

3) Delivery of cash to Directors

Upon resignation in principle, each Director shall, through prescribed procedures, reacquire beneficial interests in the Trust and, as a beneficiary of the Trust, receive the delivery of cash equivalent to the Points for Cash Delivery out of the points granted under 1) above. However, such delivery of cash is made for the purposes of the Company withholding funds for income tax and other applicable taxes, and the amount actually received by the Director shall be limited to the amount remaining after deducting withholding income tax and other applicable taxes from the proceeds of the sale of Company Shares held in the Trust; if any balance remains. In addition, to make such delivery of cash, Company Shares equivalent to the Points for Cash Delivery (the number calculated in the same manner as in 2) above) will be sold through the Trust, and the proceeds of such sale will be delivered.

(4) Exercise of voting rights

Voting rights attached to the Company Shares held in the Trust shall not be exercised uniformly in accordance with the instructions of the trust administrator independent of the Company and its officers. This method is intended to ensure neutrality in the Company's management in relation to the exercise of voting rights attached to the Company Shares held in the Trust.

(5) Handling of dividends

Dividends on the Company Shares held in the Trust will be received by the Trust and used to acquire Company Shares as well as to cover the trustee's trust fees and other expenses related to the Trust.

3. Transfer Restriction Agreement regarding Company Shares delivered to Directors

In conducting the delivery of Company Shares under 2. (3) 2) above, the Company and Directors shall execute a transfer restriction agreement (hereinafter referred to as the "Transfer Restriction Agreement") that includes the following (each Director shall receive the delivery of Company Shares on the condition that they execute a Transfer Restriction Agreement.).

However, Company Shares to be delivered on or after the date of resignation shall be ordinary shares without any restrictions on transfer.

(1) Transfer Restriction Period

Directors may not transfer, create a security interest in, or otherwise dispose of shares they receive delivery under the Plan (hereinafter referred to as the "Delivered Shares") during the period from the date they receive delivery (or the date of receipt of each delivery in the case of multiple deliveries) to the date on which they resign (hereinafter referred to as the "Transfer Restriction Period") (hereinafter referred to as the "Transfer Restrictions").

During the Transfer Restriction Period, Directors shall manage the Delivered Shares in an account at a securities firm designated by the Company for the purpose of managing them separately from shares that the Directors already hold.

(2) Acquisition of the Delivered Shares without consideration

1) If a Director attempts to transfer, create a security interest in, or otherwise dispose of all or part of the Delivered Shares in violation of (1) above, the Company shall automatically acquire all of the Delivered Shares without consideration.

2) If any of the following apply to a Director during the Transfer Restriction Period, the Company shall automatically acquire all of the Delivered Shares without consideration at the time such circumstances apply to the Director.

    (i) When the Director is sentenced to imprisonment or a more severe penalty

    (ii) When the Director is subject to a petition to commence bankruptcy proceedings, civil rehabilitation proceedings, or other similar proceedings

    (iii) When the Director resigns from the position of director for reasons other than the expiration of the term of office, retirement, death, or for any other justifiable reason

3) If any of the following apply to a Director during the Transfer Restriction Period, the Company shall, by notifying the Director in writing of its intention to acquire the Delivered Shares without consideration, automatically acquire all of the Delivered Shares without consideration at the time such notice is received (provided, however, that in case of (ii), if it is determined that it is appropriate to acquire the Delivered Shares only in part, such acquisition shall be limited to that part).

    (i) When the Board of Directors of the Company determines that the Director has engaged in a business that competes with the businesses of the Company and its Group or has become an officer or employee of a competitor corporation or other competitor organization (unless the Company’s prior written authorization was obtained)

    (ii) When the Board of Directors of the Company determines that the Director has violated laws and regulations and the internal regulations of the Company or its Group or that the Directors has materially breached the Transfer Restriction Agreement, or when the Board of Directors of the Company otherwise determines that it is appropriate for the Company to acquire the Delivered Shares without consideration

    (iii) When the Board of Directors of the Company determines that the Director has defamed the Company or its Group or caused significant damage to the Company or its Group

(3) Measures to be taken in the event of organizational restructuring, etc.

If any of the matters listed in the following are approved by the General Meeting of Shareholders of the Company (provided, however, in cases not requiring the approval by the General Meeting of Shareholders of the Company and in cases of (vi), by the Board of Directors of the Company) during the Transfer Restriction Period (provided, however, that this is limited to instances when the date specified in each of the following (hereinafter referred to as the “Effective Date of Reorganization, etc.”) arrives prior to the expiration of the Transfer Restriction Period), notwithstanding (1) above, the Transfer Restriction on the Delivered Shares shall be lifted immediately prior to the business day preceding the Effective Date of Reorganization, etc.

    (i) Merger agreement in which the Company is the dissolving company: Effective date of the merger

    (ii) Absorption-type company split agreement or incorporation-type company split plan in which the Company is the split company (limited to cases where, on the effective date of the company split, the Company delivers to its shareholders all or part of the split consideration received by the Company as a result of such company split): Effective date of the company split

    (iii) Share exchange agreement or share transfer plan in which the Company becomes a wholly owned subsidiary: Effective date of the share exchange or share transfer

(iv) Consolidation of shares (limited to cases where, as a result of such consolidation of shares, the Delivered Shares held by Directors consist solely of a fractional amount of less than one share): Effective date of the consolidation of shares

(v) Acquisition of all of the ordinary shares of the Company pursuant to a clause providing for the acquisition of all such shares in Article 108, Paragraph 1, Item 7 of the Companies Act: Date of acquisition stipulated in Article 171, Paragraph 1, Item 3 of the Companies Act

(vi) Demand for share cash-out for the Company's ordinary shares (meaning the Demand for Share Cash-Out set forth in Article 179, Paragraph 2 of the Companies Act): Date of acquisition stipulated in Article 179-2, Paragraph 1, Item 5 of the Companies Act

(4) Other matters to be determined by the Board of Directors

In addition to the above, the method for expressing intentions and providing notice under the Transfer Restriction Agreement, the method for amending the Transfer Restriction Agreement, and other matters to be determined by the Board of Directors shall be included in the Transfer Restriction Agreement.

Reference: Policy for determining the details of compensation, etc. for individual Directors

At a meeting of the Board of Directors held on July 9, 2026, it was resolved to revise the policy for determining the details of compensation, etc. for individual Directors, etc., subject to the approval of Proposal 3 on the agenda of this Annual General Meeting of Shareholders. The details of the revised policy for determining the details of compensation, etc. for individual Directors are as follows.

Policy for Determining the Details of Compensation, etc. for Individual Directors

The Company takes it as a fundamental principle that compensation for individual Directors (excluding Directors Concurrently Serving as Audit & Supervisory Committee Members and Outside Directors; hereinafter referred to as “Executive Directors”) and Executive Officers of the Company is designed to contribute to improving corporate performance and corporate value, to be at a level that enables the Company to secure diverse and talented human resources, and to be determined through a highly transparent process. The compensation plan consists of three types: fixed cash compensation, performance-linked bonuses, and stock compensation.

Directors Concurrently Serving as Audit & Supervisory Committee Members and Outside Directors receive solely fixed cash compensation, considering their role in overseeing business operations from a neutral and independent standpoint.

Fixed cash compensation comprises compensation for Directors, compensation for Representative Directors, compensation for Executive Officers, position-based compensation, and role-specific compensation. It is determined each fiscal year.

Performance-linked bonuses are intended as a short-term incentive for Executive Directors and Executive Officers. The amount of compensation is determined using the previous fiscal year’s consolidated ordinary profit, consolidated operating profit margin, greenhouse gas reduction plan achievement rate based on Environmental, Social, and Governance (ESG) indicators, and profit attributable to owners of parent as evaluation metrics.

Stock compensation is intended as a medium- to long-term incentive for Executive Directors and Executive Officers. An RS Trust shall be utilized to foster greater awareness aimed at enhancing sustainable corporate value, while developing a shared interest with our shareholders and further strengthening the link between compensation and medium- to long-term share value. The number of Company Shares granted per individual annually is calculated up to an amount equivalent to one-half of the fixed monthly compensation.

Executive Directors shall develop a draft proposal with regard to the percentage and the amount of each type of compensation for Executive Directors—fixed cash compensation, performance-linked bonuses, and stock compensation—as well as the amount of fixed cash compensation to be paid to Outside Directors (excluding Directors Concurrently Serving as Audit & Supervisory Committee Members) within the limits set by the General Meeting of Shareholders for monetary and non-monetary compensation. The proposal shall be deliberated by the voluntary Remuneration Compensation Committee with a majority of independent Outside Directors. Following this, after obtaining the opinion of the Audit & Supervisory Committee, the decision shall be made by the Board of Directors.

As a general guideline, fixed cash compensation is paid monthly, performance-linked bonuses annually in August, and stock compensation annually in October.

Reference: Criteria for Election of Independent Outside Directors

When appointing Outside Directors, the Company determines their independence in accordance with the criteria below.
No candidates satisfying any of the following conditions have independence.

1. A person who currently has executive authority over the operations of the Group (refers to a person who has executive authority as stipulated in Article 2, Paragraph 3, Item 6 of the Regulations for Enforcement of the Companies Act, and includes not only directors who have executive authorities but also employees. It does not include corporate auditors. The same shall apply hereinafter);
2. A person to whom item 1 above formerly applied and for whom ten (10) years have not yet elapsed since then.
3. A person who is a major business partner of the Company, to which any of the following apply or who has executive authority over such entity's operations:
   (1) an ongoing business partner of the Company that accounts for 1% or more of the Company's total sales amount and for which the Company's total sales amount accounts for 10% or more of such entity's purchases;
   (2) a financial institution whose loans receivable from the Company account for 10% or more of the Company's total borrowings;
4. A person for which the Company is a major business partner to which the following applies or a person who has executive authority over such entity's operations:
   (1) An ongoing business partner that accounts for 1% or more of the Company's purchases and for which the Company's purchases account for 10% or more of such entity's sales;
5. A person who has executive authority over the operations of another company in a relationship of mutual appointment of outside directors:
   Note: A "relationship of mutual appointment of outside directors" refers to a relationship in which a former employee of the Company ("a former employee of the Company" refers to a person who has, or has had executive authority over the operations of the Company in the most recent ten (10) years, including the present. The same shall apply hereinafter) serves as an outside director of another company, and a former employee of that company serves as an outside director of the Company;
6. A consultant, accounting specialist, or legal specialist that receives significant amounts of monetary compensation or other property from the Company other than officers' compensation (if the entity receiving such property is a corporation, union, or other organization, a person belonging to such organization);
7. An entity to which the Company makes significant amounts of donations, or a person who has executive authority over such entity's operations;
8. A person to whom items 3 to 7 above formerly applied and for whom three (3) years have not yet elapsed since such person ceased to have executive authority over such entity's operations;
9. A relative within the second degree of kinship or cohabiting relative of any of the persons (excluding non-key persons) set forth in items 1 to 8 above;