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(Securities Code 6330)
Date of issuance: June 3, 2026
Electronic provision of information starts on: June 1, 2026

To Shareholders with Voting Rights:

Eiji Hosoi
President & Chief Executive Officer
Toyo Engineering Corporation
1-1 Nakase, Mihama-ku, Chiba-shi, Chiba

**NOTICE OF CONVOCATION OF
THE 71st ANNUAL GENERAL MEETING OF
SHAREHOLDERS**

Dear Shareholders:

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

You are cordially invited to attend the 71st Annual General Meeting of Shareholders of Toyo Engineering Corporation (the "Company"). The meeting will be held as described below.

In convening the 71st Annual General Meeting of Shareholders, the Company has adopted measures for electronic provision of the information included in the Reference Documents for the General Meeting of Shareholders, etc. (items subject to electronic provision measures). To review the information, please access either of the following websites:

No	Website Name and URL	How to access
1	The Company's website https://www.toyo-eng.com/jp/en/	To review the information, please select "Investor Relations" displayed on the Home, then select "Shareholders Information"
2	Listed Company Search (Tokyo Stock Exchange (TSE) website) https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show	Please access the TSE website, and search by "Issue name" (TOYO ENGINEERING CORPORATION) or "Code" (6330), select "Basic information" and then "Documents for public inspection/PR information" to review filed information.
3	General Meeting of Shareholders Portal https://www.soukai-portal.net	Please read the QR code on the enclosed Voting Rights Exercise Form or enter your ID and initial password.

If you are unable to attend the meeting, you can exercise your voting rights in writing or via the Internet, etc. Please review the attached Reference Documents for the General Meeting of Shareholders, and exercise your voting rights by 5:30 p.m. on Wednesday, June 24, 2026, Japan Standard Time (JST).

- 1. Date and Time:** Thursday, June 25, 2026, at 10:00 a.m. (JST)
- 2. Place:** **Hotel Green Tower Makuhari, "Roval Crescent"**
Fourth floor, Hotel Green Tower Makuhari, 2-10-3, Hibino, Mihama-ku, Chiba-shi, Chiba
(Please note that the venue is different from that of the previous meeting.)
- 3. Meeting Agenda:**
Matters to be reported:
 1. The Business Report, Consolidated Financial Statements for the Company's 71st Fiscal Year (April 1, 2025–March 31, 2026) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Board
 2. Non-consolidated Financial Statements for the Company's 71st Fiscal Year (April 1, 2025–March 31, 2026)
Proposals to be resolved:
 - Proposal No. 1: Reduction of Capital Reserve and Appropriation of Surplus
 - Proposal No. 2: Partial Amendments to the Articles of Incorporation
 - Proposal No. 3: Election of 8 Directors
 - Proposal No. 4: Election of 2 Audit & Supervisory Board Members

4. Matters Decided for the Convocation of the Meeting:

- (1) Among the items to be provided in electronic provision, the following matters are not included in the written documents delivered to shareholders who have requested delivery of written documents, in accordance with the laws and regulations and the Company's Articles of Incorporation. It is to be noted that the Audit & Supervisory Board Members and the Accounting Auditor have audited the documents to be audited, including the following items:
 - ① From the Business Report
"Systems to ensure appropriate execution of the Director's duties in conformity with the laws and regulations and the articles of incorporation, and other systems to ensure appropriate business operations"
 - ② From the non-consolidated financial statements
"Notes to the non-consolidated financial statements"
 - ③ From the consolidated financial statements
"Notes to the consolidated financial statements"
 - ④ From the auditor's report
"Accounting Auditor's report on the consolidated financial statements"
"Accounting Auditor's report on the non-consolidated financial statements"
"Audit report of the Audit and Supervisory Board"
- (2) If no approval or disapproval is expressed for the respective proposals in the returned voting form, it will be treated as an approval vote.
- (3) In the event that voting rights are exercised both in writing and via the Internet, etc., the vote via the Internet, etc., shall be deemed valid.
- (4) In the event that voting rights are exercised multiple times via the Internet, etc., the most recent vote shall be deemed valid.

5. Guide for Exercising Voting Rights:

Please exercise your voting rights through one of the following methods.

(1) Attending the meeting:	When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk. Please bring this notice with you as reference material for the meeting.
(2) In writing:	Please indicate your vote for or against the proposal on the enclosed Voting Rights Exercise Form and return it to arrive no later than 5:30 p.m. on Wednesday, June 24, 2026 (JST).
(3) Via the Internet, etc.:	Access the website for exercising voting rights specified by the Company (https://www.soukai-portal.net or https://www.web54.net), follow the instructions on the screen and enter your vote for or against the proposals using the "Code for the Exercise of Voting Rights" and the "Password" printed on the enclosed Voting Rights Exercise Form no later than 5:30 p.m. on Wednesday, June 24, 2026 (JST). Institutional investors may use the "Electronic Voting Platform" operated by ICJ, Inc., as an electromagnetic method for exercising voting rights for this General Meeting of Shareholders of the Company.
(4) With smartphone or other devices:	Read the QR code printed on the Voting Rights Exercise Form using your smartphone or other devices and access the website. Tap the "議決権行使へ" button on the top screen of the General Meeting of Shareholders Portal, enter your vote for or against the proposals by following the on-screen instructions no later than 5:30 p.m. on Wednesday, June 24, 2026 (JST).

Notes:

1. If you want to change your votes after exercising your voting rights, you will need to scan the QR code again and enter the "Voting Rights Exercise Code and Password" printed on the Voting Rights Exercise Form.
2. If revisions to the measures for providing information in electronic provision are made, a notice of the revisions and details of the matters before and after the revisions will be posted on the Company's website (<https://www.toyo-eng.com/jp/en/>), the TSE website and the General Meeting of Shareholders Portal.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal No. 1: Reduction of Capital Reserve and Appropriation of Surplus

1. Reasons for Reduction of Capital Reserve and Appropriation of Surplus

For the purpose of improving financial soundness and achieving an early resumption of dividends, the Company hereby proposes to reduce its capital reserve pursuant to the provisions of Article 448, Paragraph 1 of the Companies Act. The entire amount of the reduced capital reserve will be transferred to other capital surplus, and such other capital surplus after the increase will be transferred to retained earnings carried forward to cover the deficit pursuant to the provisions of Article 452 of the Companies Act.

2. Details of Reduction of Capital Reserve

The details of the amount, method and effective date of reduction of capital reserve are as follows.

- (1) Amount of capital reserve to be reduced
The entire amount of capital reserve, totaling JPY 4,549,744,713, will be reduced to zero.
- (2) Method of reduction of capital reserve
The reduced amount of JPY 4,549,744,713 will be transferred to other capital surplus.
- (3) Effective date of reduction of capital reserve
June 26, 2026

3. Details of Appropriation of Surplus

The Company will transfer the amount of other capital surplus transferred from the capital reserve based on the transaction shown in 2. above to retained earnings carried forward, thereby offsetting a part of the retained loss carried forward.


- (1) Item and amount of surplus to be reduced
Other capital surplus JPY 4,549,744,713
- (2) Item and amount of surplus to be increased
Retained earnings carried forward JPY 4,549,744,713
- (3) Effective date of appropriation of surplus
June 26, 2026

Current Articles of Incorporation	Proposed Amendments
<p><u>Residual assets shall not be distributed to class A preferred shareholders and registered class A pledgees other than as specified above.</u></p>	
<p>(Voting right)</p>	
<p><u>Article 12.4 Class A preferred shareholders shall not have a voting right at the General Meeting of Shareholders. (Share consolidation, split and allotment of shares without contribution)</u></p>	<p><Deleted></p>
<p><u>Article 12.5 (1) Share split, consolidation</u> <u>If the Company splits or consolidates its shares, it shall split or consolidate each of common shares and class A preferred shares at the same time and ratio.</u> <u>(2) Allotment of shares without contribution</u> <u>If the Company performs an allotment of shares without contribution, it shall allocate each of common shares and class A preferred shares without contribution at the same time and ratio.</u></p>	<p><Deleted></p>
<p>(Put options, the consideration for which is common shares)</p>	
<p><u>Article 12.6 A Class A preferred shareholder may request the Company to acquire the whole or a part of class A preferred shares they possess in exchange for the delivery of common shares at any time to the extent as permitted by laws and regulations. The Company shall deliver one common share to the requesting class A preferred shareholder in exchange for the acquisition of one class A preferred share pertaining to the acquisition request.</u></p>	<p><Deleted></p>
<p>(Convocation of General Meeting of Shareholders and Chairperson)</p>	<p>(Convocation of General Meeting of Shareholders and Chairperson)</p>
<p><u>Article 15 President of the Company shall convene a General Meeting of Shareholders, and act as chairperson of General Meetings of Shareholders.</u></p> <p>(2) In case <u>President of the Company</u> is preventing from so acting, one of other Directors present shall act in his place according to the order previously determined by a resolution of the Board of Directors.</p>	<p><u>Article 15 Except as otherwise provided in laws, a Director appointed by the Board of Directors in advance shall act as chairperson of General Meetings of Shareholders.</u></p> <p>(2) In case <u>the Director referred to in the preceding paragraph</u> is preventing from so acting, one of other Directors present shall act in his place according to the order previously determined by a resolution of the Board of Directors.</p>
<p>(General meeting of class shareholders)</p>	
<p><u>Article 19.2 Provisions from Article 13 through Article 19 shall apply mutatis mutandis to general meetings of class shareholders.</u></p>	<p><Deleted></p>
<p>(Directors with Special Titles and Representative Directors)</p>	<p>(Directors with Special Titles and Representative Directors)</p>
<p><u>Article 23 The Board of Directors shall by a resolution designate one Chairman and one President.</u></p> <p style="text-align: center;"><Newly Established></p> <p>(2) The Board of Directors shall by a resolution select more than one Representative Director. (3) <u>President</u> shall govern the execution of the business of the Company under resolution of the Board of Directors. <u>Directors shall assist President and</u>, if <u>President</u> is unable to act, another Director shall act in his place in the order of priority previously determined by a resolution of the Board of Directors.</p>	<p><u>Article 23 The Board of Directors shall by a resolution designate one Chairman from among the Directors.</u></p> <p><u>(2) The Board of Directors shall by a resolution designate one President from among the Directors or Executive Officers.</u> <u>(3) The Board of Directors shall by a resolution select more than one Representative Director.</u> <u>(4) President</u> shall govern the execution of the business of the Company under resolution of the Board of Directors. If <u>President</u> is unable to act, <u>another Director</u> shall act in his place in the order of priority previously determined by a resolution of the Board of Directors.</p>

Proposal No. 3: Election of 8 Directors


The terms of office of all 9 Directors will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, the Company proposes to reduce the number of Directors by one and elect 8 Directors proposed for the next term. The candidates for Directors are as follows:


No.	Name	Positions and responsibility at the Company		Term of office for Directors	Attendance at FY2025 Board of Directors meeting
1	Casey Matsumuro	Assistant to President	Newly Appointed	—	—
2	Eiji Hosoi	Representative Director, President & Chief Executive Officer	Reappointed	3 years	16/16
3	Noriyoshi Torigoe	Representative Director Executive Vice President Chief Compliance Officer Division Director of Auditing Department, Safety, Quality & Environment Management Division	Reappointed	5 years 11 months	16/16
4	Yasutaka Suzuki	Senior Executive Officer Chief Strategy Officer Division Director of Project Management Division Director of TS Participações e Investimentos S.A.	Reappointed	1 year	13/13
5	Yasuo Miyokawa	Senior Executive Officer Chief Financial Officer	Reappointed	1 year	13/13
6	Masami Tashiro	Director	Reappointed Outside Director Independent Officer	11 years	16/16
7	Tatsuya Terazawa	Director	Reappointed Outside Director Independent Officer	5 years 11 months	16/16
8	Sayoko Miyairi	Director	Reappointed Outside Director Independent Officer	5 years 11 months	16/16

<h1>1. Casey Matsumuro</h1>	<u>Date of Birth:</u> September 18, 1958	<div style="border: 1px solid black; padding: 2px; display: inline-block;"> Newly Appointed </div>	<u>Number of shares of the Company held:</u> Common shares 2,700		
 <p><u>Term of office for Director:</u> —</p> <p><u>Attendance at FY2025 Board of Directors meeting:</u> —</p>	<p><u>Past experience, positions and significant concurrent positions</u></p> <table border="0"> <tr> <td style="vertical-align: top;"> April 1982 August 2006 October 2011 April 2012 April 2015 April 2017 April 2018 April 2020 April 2023 April 2025 May 2026 </td> <td style="vertical-align: top;"> Joined the Company President, Toyo Canada Corporation Executive Director, Toyo Engineering Canada Ltd. Group Manager, Americas Marketing Department, Plant Sales and Marketing Division, International Sales and Marketing Unit Deputy Unit Director, Plant Sales and Marketing Unit; General Manager, Sales and Marketing Division 1 Deputy Unit Director, Plant Business Unit 2; General Manager, Sales and Marketing Division 1 Executive Officer; Deputy Unit Director, Plant Business Unit Senior Executive Officer; Deputy Unit Director, Plant Solution Business Unit; Chairman, Toyo U.S.A., Inc. Senior Executive Officer; Unit Director, Business Development and Marketing Unit; Chairman, Toyo U.S.A., Inc. Assistant to President; Chairman, Toyo U.S.A., Inc. Assistant to President (to present) </td> </tr> </table> <p><u>Reasons for nomination as a candidate for Director</u></p> <p>Mr. Casey Matsumuro, having been engaged in the plant sales & marketing divisions of the Company for many years and served the Company as representative positions of the Company's overseas subsidiaries, Senior Executive Director and Unit Director of the Business Development and Marketing Unit, possesses ample experience and deep insight mainly in planning of sales and marketing strategies. Expecting him to contribute to improving the corporate value of the Company through leveraging his ample experience and insights, the Company has nominated him as a candidate for Director.</p>			April 1982 August 2006 October 2011 April 2012 April 2015 April 2017 April 2018 April 2020 April 2023 April 2025 May 2026	Joined the Company President, Toyo Canada Corporation Executive Director, Toyo Engineering Canada Ltd. Group Manager, Americas Marketing Department, Plant Sales and Marketing Division, International Sales and Marketing Unit Deputy Unit Director, Plant Sales and Marketing Unit; General Manager, Sales and Marketing Division 1 Deputy Unit Director, Plant Business Unit 2; General Manager, Sales and Marketing Division 1 Executive Officer; Deputy Unit Director, Plant Business Unit Senior Executive Officer; Deputy Unit Director, Plant Solution Business Unit; Chairman, Toyo U.S.A., Inc. Senior Executive Officer; Unit Director, Business Development and Marketing Unit; Chairman, Toyo U.S.A., Inc. Assistant to President; Chairman, Toyo U.S.A., Inc. Assistant to President (to present)
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<h2>2. Eiji Hosoi</h2>	<p><u>Date of Birth:</u> October 6, 1959</p>	<p><u>Reappointed</u></p>	<p><u>Number of shares of the Company held:</u> Common shares 14,600</p>
 <p><u>Term of office for Director:</u> 3 years (at the conclusion of this Ordinary General Meeting of Shareholders)</p> <p><u>Attendance at FY2025 Board of Directors meeting:</u> 16/16 (100%)</p>	<p><u>Past experience, positions and significant concurrent positions</u></p> <p>April 1982 Joined the Company April 2010 Deputy General Manager, Overseas Project Operations Unit Proposal Division January 2011 Deputy General Manager, Overseas Project Operations Unit Overseas Project Division 1 April 2012 Deputy General Manager, Project Division 2 April 2015 Executive Officer; President Director, PT. Inti Karya Persada Teknik April 2018 Senior Executive Officer; President Director, PT. Inti Karya Persada Teknik June 2018 Senior Executive Officer; Deputy Unit Director, Plant Business Unit; General Manager, Project Division April 2019 Senior Executive Officer; Unit Director, Plant Business Unit; General Manager, Project Division April 2020 Senior Executive Officer; Unit Director, Plant Business Unit April 2023 Executive Vice President; Senior Executive Officer June 2023 Representative Director; President & Chief Executive Officer (to present)</p> <p><u>Reasons for nomination as a candidate for Director</u></p> <p>Mr. Eiji Hosoi has served the Company as Unit Director of the Plant Business Unit, a representative of the Company's overseas subsidiaries, and as a project manager on numerous projects. Since assuming the position of Executive Officer in 2015, he has promoted the development of new technologies and business fields, including the carbon neutral business, and has possessed ample experience and deep insights in both existing and new businesses. In addition, as Representative Director and President & Chief Executive Officer since June 2023, he has demonstrated excellent leadership in the management of the Company. Expecting him to contribute to improving the corporate value of the Company through leveraging his ample experience and insights, the Company has nominated him as a candidate for Director.</p>		


<h3>3. Noriyoshi Torigoe</h3>	<u>Date of Birth:</u> December 10, 1960	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointed</div>	<u>Number of shares of the Company held:</u> Common shares 4,900																																				
 <p><u>Term of office for Director:</u> 5 years 11 months (at the conclusion of this Ordinary General Meeting of Shareholders)</p> <p><u>Attendance at FY2025 Board of Directors meeting:</u> 16/16 (100%)</p>	<p><u>Past experience, positions and significant concurrent positions</u></p> <table border="0"> <tr> <td>April 1983</td> <td>Joined the Export-Import Bank of Japan</td> </tr> <tr> <td>August 2007</td> <td>Director General, Corporate Finance Department, Japan Bank for International Cooperation</td> </tr> <tr> <td>October 2008</td> <td>Director General, Corporate Finance Department, Japan Bank for International Cooperation, Japan Finance Corporation</td> </tr> <tr> <td>December 2010</td> <td>Chief Internal Auditor, Internal Audit Department, Japan Finance Corporation</td> </tr> <tr> <td>April 2012</td> <td>Chief Internal Auditor, Internal Audit Department, Japan Bank for International Cooperation</td> </tr> <tr> <td>June 2012</td> <td>Executive Officer for the Americas, Japan Bank for International Cooperation</td> </tr> <tr> <td>December 2013</td> <td>Deputy Managing Director, Komatsu Economic and Strategy Research Center</td> </tr> <tr> <td>February 2015</td> <td>Advisor, MODEC, Inc.</td> </tr> <tr> <td>January 2017</td> <td>Senior Adviser, Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development</td> </tr> <tr> <td>June 2017</td> <td>Executive Officer; Head of Project Department, Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development</td> </tr> <tr> <td>January 2018</td> <td>Managing Executive Officer; Head of Project Department, Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development</td> </tr> <tr> <td>June 2020</td> <td>Adviser of the Company</td> </tr> <tr> <td>June 2020</td> <td>Senior Executive Officer of the Company</td> </tr> <tr> <td>August 2020</td> <td>Director; Senior Executive Officer</td> </tr> <tr> <td>April 2021</td> <td>Director; Senior Executive Officer; Chief Compliance Officer; Division Director of Auditing Department and Safety, Quality & Environment Management Division</td> </tr> <tr> <td>April 2023</td> <td>Director; Executive Vice President; Chief Compliance Officer; Division Director of Auditing Department and Safety, Quality & Environment Management Division</td> </tr> <tr> <td>April 2024</td> <td>Representative Director; Executive Vice President; Chief Compliance Officer; Division Director of Auditing Department, Safety, Quality & Environment Management Division, Security Management Department, and Innovative Office Project Division</td> </tr> <tr> <td>April 2025</td> <td>Representative Director; Executive Vice President; Chief Compliance Officer; Division Director of Auditing Department, Safety, Quality & Environment Management Division, TOYO Future Architect Department</td> </tr> <tr> <td>April 2026</td> <td>Representative Director; Executive Vice President; Chief Compliance Officer; Division Director of Auditing Department, Safety, Quality & Environment Management Division</td> </tr> </table> <p>(to present)</p> <p><u>Reasons for nomination as a candidate for Director</u></p> <p>Mr. Noriyoshi Torigoe has long experience in a quasi-public lending institution and possesses ample experience and extensive insights in infrastructure related business. As Executive Vice President since April 2023, and as Representative Director since April 2024, he has been engaged in the management of the Company, given his opinions and proposals on planning business strategy. Expecting him to contribute to improving the corporate value of the Company through leveraging his ample experience and insights, the Company has nominated him as a candidate for Director.</p>	April 1983	Joined the Export-Import Bank of Japan	August 2007	Director General, Corporate Finance Department, Japan Bank for International Cooperation	October 2008	Director General, Corporate Finance Department, Japan Bank for International Cooperation, Japan Finance Corporation	December 2010	Chief Internal Auditor, Internal Audit Department, Japan Finance Corporation	April 2012	Chief Internal Auditor, Internal Audit Department, Japan Bank for International Cooperation	June 2012	Executive Officer for the Americas, Japan Bank for International Cooperation	December 2013	Deputy Managing Director, Komatsu Economic and Strategy Research Center	February 2015	Advisor, MODEC, Inc.	January 2017	Senior Adviser, Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development	June 2017	Executive Officer; Head of Project Department, Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development	January 2018	Managing Executive Officer; Head of Project Department, Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development	June 2020	Adviser of the Company	June 2020	Senior Executive Officer of the Company	August 2020	Director; Senior Executive Officer	April 2021	Director; Senior Executive Officer; Chief Compliance Officer; Division Director of Auditing Department and Safety, Quality & Environment Management Division	April 2023	Director; Executive Vice President; Chief Compliance Officer; Division Director of Auditing Department and Safety, Quality & Environment Management Division	April 2024	Representative Director; Executive Vice President; Chief Compliance Officer; Division Director of Auditing Department, Safety, Quality & Environment Management Division, Security Management Department, and Innovative Office Project Division	April 2025	Representative Director; Executive Vice President; Chief Compliance Officer; Division Director of Auditing Department, Safety, Quality & Environment Management Division, TOYO Future Architect Department	April 2026	Representative Director; Executive Vice President; Chief Compliance Officer; Division Director of Auditing Department, Safety, Quality & Environment Management Division
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<h2>4. Yasutaka Suzuki</h2>	<u>Date of Birth:</u> October 7, 1963	<u>Reappointed</u>	<u>Number of shares of the Company held:</u> Common shares 5,800
 <p><u>Term of office for Director:</u> 1 year (at the conclusion of this Ordinary General Meeting of Shareholders)</p> <p><u>Attendance at FY2025 Board of Directors meeting:</u> 13/13 (100%)</p>	<p><u>Past experience, positions and significant concurrent positions</u></p> <p>April 1988 Joined MITSUI & CO., Ltd.</p> <p>November 2009 Director, Mitsui & Co. Korea Ltd., General Manager, Project Division</p> <p>April 2015 Divisional Operating Officer, Infrastructure Projects Business Division, Asia Pacific Business Unit, Mitsui & Co., Ltd. and Senior Vice President, Mitsui & Co.(Asia Pacific) Pte. Ltd.</p> <p>January 2018 Representative Director and President, Portek International Pte Ltd</p> <p>August 2019 Executive Officer of the Company; Responsible for Business Strategy</p> <p>April 2020 Executive Officer; Division Director of Corporate Strategy Division, IT Management and Control Division, DXoT Planning & Promotion Center</p> <p>April 2021 Senior Executive Officer; General Manager, Corporate Strategy Division; Division Director of Digital Integration Division, DXoT Planning & Promotion Center</p> <p>April 2024 Senior Executive Officer; General Manager, Corporate Strategy Division; Division Director of Digital Integration Division, DXoT Planning & Promotion Center; Director, TS Participações e Investimentos S.A.</p> <p>January 2025 Senior Executive Officer; General Manager, Corporate Strategy Division; Division Director of, Project Management Division, Digital Integration Division, DXoT Planning & Promotion Center; Director, TS Participações e Investimentos S.A.</p> <p>April 2025 Senior Executive Officer; Chief Strategy Officer; Division Director of Project Management Division; Director, TS Participações e Investimentos S.A.</p> <p>June 2025 Director; Senior Executive Officer; Chief Strategy Officer; Division Director of Project Management Division; Director, TS Participações e Investimentos S.A. (to present)</p> <p><u>Significant concurrent positions</u></p> <ul style="list-style-type: none"> • Director, TS Participações e Investimentos S.A. <p><u>Reasons for nomination as a candidate for Director</u></p> <p>Mr. Yasutaka Suzuki, having served a general trading company for many years, possesses ample experience and deep insights related to the business of the Company, such as business investments, EPC businesses in energy and infrastructure fields, and the management of overseas corporations. Since April 2025, as Chief Strategy Officer, and since June 2025, as Director and Senior Executive Officer, he has been engaged in the management of the Company from the standpoint of supervising the growth strategy and the promotion of transformation. Expecting him to contribute to improving the corporate value of the Company through leveraging his ample experience and insights, the Company has nominated him as a candidate for Director.</p>		

<p>5. Yasuo Miyokawa</p>	<p><u>Date of Birth:</u> November 6, 1964</p>	<p>Reappointed</p>	<p><u>Number of shares of the Company held:</u> Common shares 7,814</p>
 <p><u>Term of office for Director:</u> 1 year (at the conclusion of this Ordinary General Meeting of Shareholders)</p> <p><u>Attendance at FY2025 Board of Directors meeting:</u> 13/13 (100%)</p>	<p><u>Past experience, positions and significant concurrent positions</u></p> <p>April 1988 Joined the Company</p> <p>April 2014 General Manager, Accounting Division, Finance& Accounting Unit</p> <p>April 2018 General Manager, Finance & Accounting Unit</p> <p>October 2020 General Manager, Finance & Accounting Unit; General Manager, Business Management Department</p> <p>April 2021 Executive Officer; General Manager, Finance & Accounting Unit; General Manager, Business Management Department</p> <p>April 2023 Senior Executive Officer; General Manager, Finance & Accounting Unit; General Manager, Business Management Department</p> <p>April 2025 Senior Executive Officer; Chief Financial Officer; Division Director of Corporate Administration Division</p> <p>June 2025 Director; Senior Executive Officer; Chief Financial Officer; Division Director of Corporate Administration Division</p> <p>April 2026 Director; Senior Executive Officer; Chief Financial Officer (to present)</p> <p><u>Reasons for nomination as a candidate for Director</u></p> <p>Mr. Yasuo Miyokawa, having served the Company as the head of its finance and accounting divisions, possesses ample experience and deep insights in finance and accounting. Since April 2025, as Chief Financial Officer, since June 2026, as Director and Senior Executive Officer, he has been engaged in the management of the Company from the standpoint of supervising finance and accounting. Expecting him to contribute to improving the corporate value of the Company through leveraging his ample experience and insights, the Company has nominated him as a candidate for Director.</p>		

<h2>6. Masami Tashiro</h2>	<u>Date of Birth:</u> May 11, 1952	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointed</div>	<u>Number of shares of the Company held:</u> Common shares 7,000																		
 <p><u>Term of office for Director:</u> 11 years (at the conclusion of this Ordinary General Meeting of Shareholders).</p> <p><u>Attendance at FY2025 Board of Directors meeting:</u> 16/16 (100%)</p> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-top: 10px;">Outside Director Candidate</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-top: 5px;">Independent Officer Candidate</div>	<p><u>Past experience, positions and significant concurrent positions</u></p> <table border="0"> <tr> <td style="vertical-align: top;">April 1976</td> <td>Joined Mitsui Bank, Ltd.</td> </tr> <tr> <td style="vertical-align: top;">April 2001</td> <td>General Manager, International Credit Dept., Sumitomo Mitsui Banking Corporation</td> </tr> <tr> <td style="vertical-align: top;">December 2002</td> <td>General Manager, Singapore Branch, Sumitomo Mitsui Banking Corporation</td> </tr> <tr> <td style="vertical-align: top;">June 2003</td> <td>Executive Officer; General Manager, Singapore Branch, Sumitomo Mitsui Banking Corporation</td> </tr> <tr> <td style="vertical-align: top;">June 2006</td> <td>Member of the Board, Taiyo Oil Company, Limited</td> </tr> <tr> <td style="vertical-align: top;">July 2010</td> <td>Vice President, SMBC International Business Co., Ltd.</td> </tr> <tr> <td style="vertical-align: top;">June 2012</td> <td>President and Representative Director, SMBC International Business Co., Ltd.</td> </tr> <tr> <td style="vertical-align: top;">December 2013</td> <td>Outside Auditor, ACKG Limited</td> </tr> <tr> <td style="vertical-align: top;">June 2015</td> <td>Outside Director of the Company (to present)</td> </tr> <tr> <td style="vertical-align: top;">December 2016</td> <td>Outside Director, ACKG Limited (current Oriental Consultants Holdings Company Limited)</td> </tr> </table> <p><u>Reasons for nomination as a candidate for Outside Director and expected role</u></p> <p>Mr. Masami Tashiro has long experience in international business operations at financial institutions and possesses ample experience and deep insights as a corporate manager. He has been providing precise comments and opinions about the Company's overall management from an independent standpoint based on a global perspective and supervising the Company's management appropriately. Since his appropriate performance of duties as Outside Director can continue to be expected, the Company has nominated him as a candidate for Outside Director. The Company designates him as Independent Officer as stipulated by the regulations of the Tokyo Stock Exchange. If he is re-elected, the Company will continue to designate him as Independent Officer.</p> <p><u>Liability limitation contracts with Directors</u></p> <p>The Company has a contract with Mr. Tashiro for limitation of liability for damages as provided in Article 423, Paragraph 1, of the Corporation Law as prescribed by Article 427, Paragraph 1, of the Corporation Law and the Articles of Incorporation of the Company. If he is re-elected, the Company will renew the contract with him. The limitation of liability under the contract is the minimum liability amount set forth in Article 425, Paragraph 1, of the Corporation Law.</p>	April 1976	Joined Mitsui Bank, Ltd.	April 2001	General Manager, International Credit Dept., Sumitomo Mitsui Banking Corporation	December 2002	General Manager, Singapore Branch, Sumitomo Mitsui Banking Corporation	June 2003	Executive Officer; General Manager, Singapore Branch, Sumitomo Mitsui Banking Corporation	June 2006	Member of the Board, Taiyo Oil Company, Limited	July 2010	Vice President, SMBC International Business Co., Ltd.	June 2012	President and Representative Director, SMBC International Business Co., Ltd.	December 2013	Outside Auditor, ACKG Limited	June 2015	Outside Director of the Company (to present)	December 2016	Outside Director, ACKG Limited (current Oriental Consultants Holdings Company Limited)
April 1976	Joined Mitsui Bank, Ltd.																				
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June 2015	Outside Director of the Company (to present)																				
December 2016	Outside Director, ACKG Limited (current Oriental Consultants Holdings Company Limited)																				

<h2>7. Tatsuya Terazawa</h2>	Date of Birth: January 20, 1961	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointed</div>	Number of shares of the Company held: Common shares 2,800																										
 <p>Term of office for Director: 5 years11 months (at the conclusion of this Ordinary General Meeting of Shareholders).</p> <p>Attendance at FY2025 Board of Directors meeting: 16/16 (100%)</p> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-top: 10px;">Outside Director Candidate</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-top: 5px;">Independent Officer Candidate</div>	<p>Past experience, positions and significant concurrent positions</p> <table border="0"> <tr> <td style="vertical-align: top;">April 1984</td> <td>Entered the Ministry of International Trade and Industry</td> </tr> <tr> <td style="vertical-align: top;">December 2008</td> <td>Director, Economic and Industrial Policy Division, Economic and Industrial Policy Bureau, Ministry of Economy, Trade & Industry</td> </tr> <tr> <td style="vertical-align: top;">August 2011</td> <td>Director-General, Multilateral Trade System Department, Trade Policy Bureau, Ministry of Economy, Trade & Industry</td> </tr> <tr> <td style="vertical-align: top;">September 2011</td> <td>Executive Secretary to the Prime Minister</td> </tr> <tr> <td style="vertical-align: top;">December 2012</td> <td>Deputy Director-General, Economic & Industrial Policy Bureau, Ministry of Economy, Trade & Industry</td> </tr> <tr> <td style="vertical-align: top;">June 2013</td> <td>Councilor, Commerce Distribution & Industrial Safety Policy Group (Industrial Safety section), Ministry of Economy, Trade & Industry</td> </tr> <tr> <td style="vertical-align: top;">July 2015</td> <td>Director-General, Trade & Economic Cooperation Bureau, Ministry of Economy, Trade & Industry</td> </tr> <tr> <td style="vertical-align: top;">July 2017</td> <td>Director-General, Commerce & Information Policy Bureau, Ministry of Economy, Trade and Industry</td> </tr> <tr> <td style="vertical-align: top;">July 2018</td> <td>Vice-Minister for International Affairs, Ministry of Economy, Trade & Industry</td> </tr> <tr> <td style="vertical-align: top;">July 2019</td> <td>Advisor, Ministry of Economy, Trade & Industry</td> </tr> <tr> <td style="vertical-align: top;">August 2020</td> <td>Outside Director of the Company (to present)</td> </tr> <tr> <td style="vertical-align: top;">January 2021</td> <td>Special Advisor to the Cabinet Office</td> </tr> <tr> <td style="vertical-align: top;">July 2021</td> <td>Chairman and CEO, The Institute of Energy Economics, Japan (to present)</td> </tr> <tr> <td style="vertical-align: top;">May 2025</td> <td>Outside Director, Seven & i Holdings Co., Ltd. (to present)</td> </tr> </table> <p>Significant concurrent positions</p> <ul style="list-style-type: none"> • Chairman and CEO, The Institute of Energy Economics, Japan • Outside Director, Seven & i Holdings Co., Ltd. <p>Reasons for nomination as a candidate for Outside Director and expected role</p> <p>Mr. Tatsuya Terazawa, having served in the Ministry of Economy, Trade & Industry (METI) for many years, possesses ample experience and deep insights in public policies mainly of the trade policy and trade promotion. Leveraging his expertise, he has been providing precise comments and opinions about the Company's overall management from an independent standpoint and supervising the Company's management appropriately. Although Mr. Terazawa has not been directly involved in corporate management except Outside Director, because of his advanced ample experience in trade policy and etc. In addition, as Chairman and CEO of the Institute of Energy Economics, Japan, he has extensive knowledge of carbon neutral trends and the international energy situation. The Company expect him to make accurate opinion and assesses that he can adequately fulfill his responsibilities as Outside Director. The Company designates him as Independent Officer as stipulated by the regulations of the Tokyo Stock Exchange. If he is re-elected, the Company will continue to designate him as Independent Officer.</p> <p>Liability limitation contracts with Directors</p> <p>The Company has a contract with Mr. Terazawa for limitation of liability for damages as provided in Article 423, Paragraph 1, of the Corporation Law as prescribed by Article 427, Paragraph 1, of the Corporation Law and the Articles of Incorporation of the Company. If he is re-elected, the Company will renew the contract with him. The limitation of liability under the contract is the minimum liability amount set forth in Article 425, Paragraph 1, of the Corporation Law.</p>	April 1984	Entered the Ministry of International Trade and Industry	December 2008	Director, Economic and Industrial Policy Division, Economic and Industrial Policy Bureau, Ministry of Economy, Trade & Industry	August 2011	Director-General, Multilateral Trade System Department, Trade Policy Bureau, Ministry of Economy, Trade & Industry	September 2011	Executive Secretary to the Prime Minister	December 2012	Deputy Director-General, Economic & Industrial Policy Bureau, Ministry of Economy, Trade & Industry	June 2013	Councilor, Commerce Distribution & Industrial Safety Policy Group (Industrial Safety section), Ministry of Economy, Trade & Industry	July 2015	Director-General, Trade & Economic Cooperation Bureau, Ministry of Economy, Trade & Industry	July 2017	Director-General, Commerce & Information Policy Bureau, Ministry of Economy, Trade and Industry	July 2018	Vice-Minister for International Affairs, Ministry of Economy, Trade & Industry	July 2019	Advisor, Ministry of Economy, Trade & Industry	August 2020	Outside Director of the Company (to present)	January 2021	Special Advisor to the Cabinet Office	July 2021	Chairman and CEO, The Institute of Energy Economics, Japan (to present)	May 2025	Outside Director, Seven & i Holdings Co., Ltd. (to present)
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May 2025	Outside Director, Seven & i Holdings Co., Ltd. (to present)																												

<h2>8. Sayoko Miyairi</h2>	<p>Date of Birth: November 12, 1956</p>	<p>Reappointed</p>	<p>Number of shares of the Company held: Common shares 4,500</p>																						
 <p>Term of office for Director: 5 years 11 months (at the conclusion of this Ordinary General Meeting of Shareholders).</p> <p>Attendance at FY2025 Board of Directors meeting: 16/16 (100%)</p> <p>Outside Director Candidate</p> <p>Independent Officer Candidate</p>	<p>Past experience, positions and significant concurrent positions</p> <table border="0"> <tr> <td>April 1979</td> <td>Joined Hitachi, Ltd.</td> </tr> <tr> <td>July 1982</td> <td>Joined Bank of America, N.A., Asia Headquarters</td> </tr> <tr> <td>March 1986</td> <td>Joined Pasona Inc. and seconded and then transferred to Edu Consult Co., Ltd. (current Scholar Consult Co., Ltd.)</td> </tr> <tr> <td>April 2000</td> <td>Partner, Scholar Consult Co., Ltd. (to present)</td> </tr> <tr> <td>April 2000</td> <td>Assistant Professor, Nihonbashi Gakkan University (current Kaichi International University)</td> </tr> <tr> <td>January 2005</td> <td>Director, Scholar Consult Co., Ltd.</td> </tr> <tr> <td>April 2008</td> <td>Professor, Nihonbashi Gakkan University (current Kaichi International University)</td> </tr> <tr> <td>March 2019</td> <td>Outside Director, Member of Nomination and Remuneration Committee, KH Neochem Co., Ltd. (to present)</td> </tr> <tr> <td>August 2020</td> <td>Outside Director, of the Company (to present)</td> </tr> <tr> <td>April 2022</td> <td>Professor emeritus, visiting professor, Kaichi International University (to present)</td> </tr> <tr> <td>June 2022</td> <td>Outside Director, NIHON SEIKAN K.K. (to present)</td> </tr> <tr> <td>July 2024</td> <td>Chairman of Nomination and Remuneration Committee, NIHON SEIKAN K.K. (to present)</td> </tr> </table> <p>Significant concurrent positions</p> <ul style="list-style-type: none"> • Partner, Scholar Consult Co., Ltd. • Professor emeritus, visiting professor, Kaichi International University • Outside Director, Member of Nomination and Remuneration Committee, KH Neochem Co., Ltd. • Outside Director, Chairman of Nomination and Remuneration Committee, NIHON SEIKAN K.K. <p>Reasons for nomination as a candidate for Outside Director and expected role</p> <p>Ms. Sayoko Miyairi, possesses ample business and management experience in consulting company, possesses professional knowledge and board insight as a university professor. Leveraging her expertise, she has been providing precise comments and opinions about the Company's overall management from an independent standpoint and supervising the Company's management appropriately.</p> <p>The Company designates her as Independent Officer as stipulated by the regulations of the Tokyo Stock Exchange. If she is re-elected, the Company will continue to designate her as Independent Officer.</p> <p>Liability limitation contracts with Directors</p> <p>The Company has a contract with Ms. Miyairi for limitation of liability for damages as provided in Article 423, Paragraph 1, of the Corporation Law as prescribed by Article 427, Paragraph 1, of the Corporation Law and the Articles of Incorporation of the Company. If she is re-elected, the Company will renew the contract with her. The limitation of liability under the contract is the minimum liability amount set forth in Article 425, Paragraph 1, of the Corporation Law.</p>	April 1979	Joined Hitachi, Ltd.	July 1982	Joined Bank of America, N.A., Asia Headquarters	March 1986	Joined Pasona Inc. and seconded and then transferred to Edu Consult Co., Ltd. (current Scholar Consult Co., Ltd.)	April 2000	Partner, Scholar Consult Co., Ltd. (to present)	April 2000	Assistant Professor, Nihonbashi Gakkan University (current Kaichi International University)	January 2005	Director, Scholar Consult Co., Ltd.	April 2008	Professor, Nihonbashi Gakkan University (current Kaichi International University)	March 2019	Outside Director, Member of Nomination and Remuneration Committee, KH Neochem Co., Ltd. (to present)	August 2020	Outside Director, of the Company (to present)	April 2022	Professor emeritus, visiting professor, Kaichi International University (to present)	June 2022	Outside Director, NIHON SEIKAN K.K. (to present)	July 2024	Chairman of Nomination and Remuneration Committee, NIHON SEIKAN K.K. (to present)
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July 2024	Chairman of Nomination and Remuneration Committee, NIHON SEIKAN K.K. (to present)																								

Note:

1. Mr. Casey Matsumuro is scheduled to be appointed as Chairman at the Board of Directors meeting to be held after the close of this Ordinary General Meeting of Shareholders, if the proposal for his appointment is approved.
2. There is no special interest between any of the candidates and the Company.
3. Mr. Casey Matsumuro's name on the family register is Takeshi Matsumuro.
4. Ms. Sayoko Miyairi's name on the family register is Sayoko Ibaraki.
5. The Company shall enter into a directors and officers liability insurance contract with an insurance company, which is stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance premium is paid in full by the Company. Legal damages and costs for disputes incurred as a result of a claim for compensation for damages to be borne by the insured shall be covered by the said insurance. Candidates shall be included as insureds under the policy. The Company plans to renew the insurance policy with the same level of content the next time it is renewed.

Proposal No. 4: Election of 2 Audit & Supervisory Board Members


Audit & Supervisory Board Member Mr. Toshihiko Nemura and Mr. Hideki Matsuo will expire at the conclusion of this meeting. Accordingly, the Company proposes the election of 2 Audit & Supervisory Board Members. The candidates for Audit & Supervisory Board Member are as follows. The consent of the Audit & Supervisory Board has been obtained for the submission of this proposal.

<p>1. Toyohisa Tsuzuki</p>	<p><u>Date of Birth:</u> March 21, 1963</p>	<p>Newly Appointed</p>	<p><u>Number of shares of the Company held:</u> 0</p>													
	<p><u>Past experience, positions and significant concurrent positions</u></p> <table border="0"> <tr> <td>April 1986</td> <td>Joined the Company</td> </tr> <tr> <td>June 2013</td> <td>General Manager, Human Capital Development Department</td> </tr> <tr> <td>July 2017</td> <td>Managing Director, Toyo Engineering & Construction Sdn. Bhd.</td> </tr> <tr> <td>April 2021</td> <td>General Manager, Corporate Administration Division</td> </tr> <tr> <td>June 2023</td> <td>General Manager, Corporate Administration Division; Representative Director/President, TEC Business Services Corporation; Representative Director/President, Chiba Data Center Corporation</td> </tr> <tr> <td>June 2025</td> <td>General Manager, Corporate Administration Division; Representative Director/President, Chiba Data Center Corporation</td> </tr> <tr> <td>April 2026</td> <td>Representative Director/President, Chiba Data Center Corporation (to present)</td> </tr> </table> <p><u>Reasons for nomination as a candidate for Audit & Supervisory Board Member</u></p> <p>Mr. Toyohisa Tsuzuki, having served the Company as representative of the Company's subsidiaries and the head of its administration divisions, possesses ample management experience and deep insights in human resources and labor relations. Expecting him to conduct fair and rigorous monitoring and audits through leveraging his ample experience and insights, the Company has nominated him as a candidate for Audit & Supervisory Board Member. He is scheduled to retire as Representative Director/President of Chiba Data Center Corporation on June 3, 2026.</p>			April 1986	Joined the Company	June 2013	General Manager, Human Capital Development Department	July 2017	Managing Director, Toyo Engineering & Construction Sdn. Bhd.	April 2021	General Manager, Corporate Administration Division	June 2023	General Manager, Corporate Administration Division; Representative Director/President, TEC Business Services Corporation; Representative Director/President, Chiba Data Center Corporation	June 2025	General Manager, Corporate Administration Division; Representative Director/President, Chiba Data Center Corporation	April 2026
April 1986	Joined the Company															
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June 2025	General Manager, Corporate Administration Division; Representative Director/President, Chiba Data Center Corporation															
April 2026	Representative Director/President, Chiba Data Center Corporation (to present)															

Term of office for Audit & Supervisory Board Member:
—

Attendance at FY2025 Board of Directors meeting:
—

Attendance at FY2025 Audit & Supervisory Board Members meeting:
—

<h2>2. Hideki Matsuo</h2>	<u>Date of Birth:</u> June 27, 1956	<u>Reappointed</u>	<u>Number of shares of the Company held:</u> 0																																				
 <p><u>Term of office for Audit & Supervisory Board Member:</u> 4 years (at the conclusion of this Ordinary General Meeting of Shareholders).</p> <p><u>Attendance at FY2025 Board of Directors meeting:</u> 15/16 (93.8%)</p> <p><u>Attendance at FY2025 Audit & Supervisory Board Members meeting:</u> 19/19 (100%)</p> <p><u>Outside Auditor Candidate</u></p> <p><u>Independent Officer Candidate</u></p>	<p><u>Past experience, positions and significant concurrent positions</u></p> <table border="0"> <tr> <td>April 1982</td> <td>Joined Mitsui Toatsu Chemicals, Inc. (current Mitsui Chemicals, Inc.)</td> </tr> <tr> <td>March 2000</td> <td>Director, Plant Manager, MITSUI BISPHENOL SINGAPORE PTE LTD</td> </tr> <tr> <td>May 2003</td> <td>Director, Plant Manager, (cum) MITSUI PHENOL SINGAPORE PTE LTD</td> </tr> <tr> <td>April 2006</td> <td>President, SHANGHAI SINOPEC MITSUI CHEMICALS, CO., LTD</td> </tr> <tr> <td>June 2009</td> <td>Senior Director, Mitsui Chemicals, Inc. General Manager Planning & Coordination and License Division, Basic Chemicals Business Sector</td> </tr> <tr> <td>April 2010</td> <td>Senior Director General Manager, Planning & Coordination Division, Petrochemicals Business Sector</td> </tr> <tr> <td>June 2011</td> <td>Deputy General Manager, Production & Technology Center</td> </tr> <tr> <td>April 2013</td> <td>Executive Officer General Manager, Production & Technology Center</td> </tr> <tr> <td>April 2014</td> <td>Senior Executive Officer General Manager, Production & Technology Center</td> </tr> <tr> <td>June 2016</td> <td>Director/Senior Executive Officer General Manager, Production & Technology Center</td> </tr> <tr> <td>April 2017</td> <td>Director/Senior Executive Officer; General Manager, Production & Technology Center</td> </tr> <tr> <td>April 2018</td> <td>Representative Director; Senior Executive Officer (CTO)</td> </tr> <tr> <td>April 2020</td> <td>Representative Director; Executive Vice President (CTO)</td> </tr> <tr> <td>April 2022</td> <td>Associate Director or Senior Consultant</td> </tr> <tr> <td>June 2022</td> <td>Senior Consultant; Audit & Supervisory Board Member, of the Company (to present); Chairman, Japan Industrial Safety Competency Center (to present)</td> </tr> <tr> <td>February 2023</td> <td>Advisor, Morimatsu T & S Co., Ltd. (current PHARMAGELL K.K.)</td> </tr> <tr> <td>June 2023</td> <td>Outside Director, RYODEN Corporation (to present)</td> </tr> <tr> <td>December 2023</td> <td>Advisor, Morimatsu T & S Co., Ltd. (splitting company in incorporation-type company split) (to present)</td> </tr> <tr> <td>June 2024</td> <td>Outside Director, ALCONIX Corporation (to present)</td> </tr> </table> <p><u>Significant concurrent positions</u></p> <ul style="list-style-type: none"> • Chairman, Japan Industrial Safety Competency Center • Advisor, Morimatsu T & S Co., Ltd. • Outside Director, RYODEN Corporation • Outside Director, ALCONIX Corporation <p><u>Reasons for nomination as a candidate for Outside Audit & Supervisory Board Member</u></p> <p>Mr. Hideki Matsuo, has been engaged in the chemical industry, possesses ample experience and deep insight in corporate management, and audits the Company's management appropriately from an independent standpoint. Since his appropriate performance of duties as Outside Audit & Supervisory Board Member can continue to be expected, the Company has nominated him as a candidate for Outside Audit & Supervisory Board Member.</p> <p>He is a former executive officer of Mitsui Chemicals, Inc., with which the Company has business transactions including the sale of production facilities and the purchase of raw materials. The Company negotiates prices based on market rates and determines them in the same manner as general transactions, and the objectivity and neutrality for monitoring and auditing the Company's management are ensured. There is no possibility of conflicts of interest with general shareholders. Therefore, if he is elected, the Company will designate him as an Independent Officer under the rules of the Tokyo Stock Exchange.</p> <p><u>Liability limitation contracts with Audit & Supervisory Board Member</u></p> <p>The Company has a contract with him for limitation of liability for damages as provided in Article 423, Paragraph 1, of the Corporation Law as prescribed by</p>	April 1982	Joined Mitsui Toatsu Chemicals, Inc. (current Mitsui Chemicals, Inc.)	March 2000	Director, Plant Manager, MITSUI BISPHENOL SINGAPORE PTE LTD	May 2003	Director, Plant Manager, (cum) MITSUI PHENOL SINGAPORE PTE LTD	April 2006	President, SHANGHAI SINOPEC MITSUI CHEMICALS, CO., LTD	June 2009	Senior Director, Mitsui Chemicals, Inc. General Manager Planning & Coordination and License Division, Basic Chemicals Business Sector	April 2010	Senior Director General Manager, Planning & Coordination Division, Petrochemicals Business Sector	June 2011	Deputy General Manager, Production & Technology Center	April 2013	Executive Officer General Manager, Production & Technology Center	April 2014	Senior Executive Officer General Manager, Production & Technology Center	June 2016	Director/Senior Executive Officer General Manager, Production & Technology Center	April 2017	Director/Senior Executive Officer; General Manager, Production & Technology Center	April 2018	Representative Director; Senior Executive Officer (CTO)	April 2020	Representative Director; Executive Vice President (CTO)	April 2022	Associate Director or Senior Consultant	June 2022	Senior Consultant; Audit & Supervisory Board Member, of the Company (to present); Chairman, Japan Industrial Safety Competency Center (to present)	February 2023	Advisor, Morimatsu T & S Co., Ltd. (current PHARMAGELL K.K.)	June 2023	Outside Director, RYODEN Corporation (to present)	December 2023	Advisor, Morimatsu T & S Co., Ltd. (splitting company in incorporation-type company split) (to present)	June 2024	Outside Director, ALCONIX Corporation (to present)
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April 2022	Associate Director or Senior Consultant																																						
June 2022	Senior Consultant; Audit & Supervisory Board Member, of the Company (to present); Chairman, Japan Industrial Safety Competency Center (to present)																																						
February 2023	Advisor, Morimatsu T & S Co., Ltd. (current PHARMAGELL K.K.)																																						
June 2023	Outside Director, RYODEN Corporation (to present)																																						
December 2023	Advisor, Morimatsu T & S Co., Ltd. (splitting company in incorporation-type company split) (to present)																																						
June 2024	Outside Director, ALCONIX Corporation (to present)																																						

	Article 427, Paragraph 1, of the Corporation Law and the Articles of Incorporation of the Company. If he is re-elected, the Company will renew the contract with him. The limitation of liability under the contract will be the minimum liability amount set forth in Article 425, Paragraph 1, of the Corporation Law.
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Note:

1. There is no special interest between any of the candidates and the Company.
2. The Company shall enter into a directors and officers liability insurance contract with an insurance company, which is stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance premium is paid in full by the Company. Legal damages and costs for disputes incurred as a result of a claim for compensation for damages to be borne by the insured shall be covered by the said insurance. Candidates shall be included as insureds under the policy. The Company plans to renew the insurance policy with the same level of content the next time it is renewed.

END