

This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

Securities code: 6331
June 5, 2026

To Shareholders with Voting Rights:

Toshikazu Tanaka
Representative Director
President and CEO
Mitsubishi Kakoki Kaisha, Ltd.
2-1 Ohkawa-cho, Kawasaki-ku,
Kawasaki, Kanagawa, Japan
Head Office:
Solid Square East Tower
580 Horikawa-cho, Saiwai-ku, Kawasaki,
Kanagawa, Japan

**NOTICE OF
THE 102nd ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We hereby inform you that the 102nd Annual General Meeting of Shareholders of Mitsubishi Kakoki Kaisha, Ltd. (the “Company”) will be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for electronic provision and posted matters subject to measures for electronic provision on the website indicated below.

The Company’s website <https://www.kakoki.co.jp/en/ir/stocks/shareholdersmeeting/>

The matters subject to measures for electronic provision are also posted on the Tokyo Stock Exchange (TSE) website in addition to the website indicated above. Please access the TSE website (Listed Company Search), enter the Company’s name “Mitsubishi Kakoki” or the securities code “6331” and click “Search,” select “Basic information,” then “Documents for public inspection/PR information,” and select the relevant document.

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

Instead of attending the meeting, you can exercise your voting rights in writing or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders below and exercise your voting rights by 5:30 p.m., Thursday, June 25, 2026, either by indicating your vote of approval or disapproval on the enclosed Voting Rights Exercise Form and returning it or by entering your vote of approval or disapproval on the voting rights exercise website designated by the Company (<https://evote.tr.mufg.jp/>) (in Japanese only).

- 1. Date and Time:** Friday, June 26, 2026 at 10:00 a.m. Japan standard time
- 2. Place:** STATION CONFERENCE KAWASAKI Room D
KAWASAKI DELTA JR Kawasaki Tower Office Building 3F
1-5 Ohmiya-cho, Saiwai-ku, Kawasaki, Kanagawa, Japan
- 3. Meeting Agenda:**
- Matters to be reported:**
1. The Business Report and Consolidated Financial Statements for the Company's 102nd Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company's 102nd Fiscal Year (April 1, 2025 - March 31, 2026)
- Proposals to be resolved:**
- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of Seven (7) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)
- Proposal 3:** Election of Three (3) Directors Who are Audit and Supervisory Committee Members
- 4. Exercise of Voting Rights:**
- (1) If neither approval nor disapproval of a proposal is indicated on the Voting Rights Exercise Form, it shall be deemed a vote of approval.
 - (2) If a shareholder exercises the voting rights in duplicate by postal mail and via the Internet, the vote via the Internet shall be deemed to be the intention of the shareholder.
 - (3) If a shareholder exercises the voting rights more than once, the last vote exercised shall be deemed effective.
 - (4) Please refer to the "Procedures for Exercise of Voting Rights via the Internet" (available only in the Japanese original) when exercising voting rights via the Internet.

~~~~~

When attending the General Meeting of Shareholders, please submit the enclosed Voting Rights Exercise Form at the reception desk.

Should the matters subject to measures for electronic provision require revisions, the revised versions will be posted on each website indicated above.

For this General Meeting of Shareholders, regardless of whether a shareholder requested a paper copy or not, the paper copy of the materials for the General Meeting of Shareholders has been sent to shareholders. However, pursuant to laws and regulations and provisions of Article 15 of the Articles of Incorporation of the Company, The Principal Content of Business, Important Business Offices and Factories, Employees, Major Lenders, Particulars Regarding the Stock Company's Share Options, etc., Financial Auditors and Corporate Systems and Policies, which are part of the Business Report, the Consolidated Statement of Changes in Net Assets and Notes to Consolidated Financial Statements, which are part of the Consolidated Financial Statements, and the Non-consolidated Statement of Changes in Net Assets and Notes to Non-consolidated Financial Statements, which are part of the Non-consolidated Financial Statements, are excluded.

# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal 1: Appropriation of Surplus

The Company considers the return of profits to shareholders to be the most important policy, and therefore, its basic dividend policy is to distribute the results of its operations while maintaining a stable management base over the long term and sufficient internal reserve.

Taking into consideration the Company's business performance for the fiscal year under review, future business environment, financial position and other factors, as well as shareholder return policy set out in the Medium-term Management Plan (FY2025 - FY2027), the Company proposes a year-end dividend of 75 yen per share for the fiscal year under review. Since the Company has already paid an interim dividend of 40 yen per share in December 2025, the annual dividend will be 115 yen per share. This represents an increase of 45 yen from the previous fiscal year, taking into account a stock split (a three-for-one split of the Company's shares) effective April, 1, 2025.

#### 1. Matters concerning year-end dividends

##### (1) Type of dividend property

Cash

##### (2) Matters concerning the allotment of dividend property to shareholders and the total amount

75 yen per share of common stock of the Company      Total amount: 1,731,122,775 yen

##### (3) Effective date of dividends of surplus

June 29, 2026

**Proposal 2:** Election of Seven (7) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all seven (7) Directors (excluding Directors who are Audit and Supervisory Committee Members) will expire at the conclusion of this General Meeting of Shareholders.


Accordingly, the Company proposes the election of seven (7) Directors (excluding Directors who are Audit and Supervisory Committee Members).


The Company has received an opinion from the Audit and Supervisory Committee to the effect that there were no matters to be pointed out regarding this proposal.

The candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members) are as follows:

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Name<br>(Date of birth)                                                                                                    | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Number of<br>shares of the<br>Company held |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <br>Toshikazu Tanaka<br>(April 15, 1959) | April 1985      Joined the Company<br>April 2010      General Manager, Administration Department of<br>the Company<br>April 2012      General Manager, General Affairs Department of<br>the Company<br>April 2015      Executive Officer, Division Director,<br>Administrative Division and General Manager,<br>General Affairs and Personnel Department of the<br>Company<br>April 2016      Executive Officer and Division Director,<br>Administrative Division of the Company<br>June 2016      Director and Division Director, Administrative<br>Division of the Company<br>April 2019      Director, Division Director, Administrative<br>Division, in charge of Planning Division, and<br>General Manager, Sales Strategy Management<br>Center of the Company<br>June 2019      Director in charge of Administrative Division and<br>Planning Division and General Manager, Sales<br>Strategy Management Center of the Company<br>April 2020      Director in charge of Administrative Division and<br>Planning Division of the Company<br>June 2021      Representative Director, President of the Company<br>June 2025      Representative Director, President and CEO of the<br>Company (to present) | 12,900 shares                              |
| <p>[Reasons for nomination as a candidate for Director]</p> <p>Mr. Toshikazu Tanaka has mainly been involved in the general affairs and personnel divisions for many years, successively held the positions of Executive Officer from April 2015 and Director from June 2016, and has served as the Representative Director and President since June 2021 and as the Representative Director and President and CEO since June 2025, accumulating extensive experience in the Group's businesses. Accordingly, the Company has determined that, by leveraging the experience described above, he is capable of continuing to carry out the management and supervision functions of the Group's overall management and appropriately performing his duties as Director.</p> |                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                            |


| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Name<br>(Date of birth)                                                                                                                                   | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Number of<br>shares of the<br>Company held |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  <p data-bbox="204 645 437 712">Shiro Yajima<br/>(September 3, 1962)</p> | <p data-bbox="475 277 603 304">April 1986</p> <p data-bbox="692 277 927 304">Joined the Company</p> <p data-bbox="475 318 603 344">April 2011</p> <p data-bbox="692 318 1187 376">General Manager, Yokkaichi Factory of the Company</p> <p data-bbox="475 380 628 407">October 2011</p> <p data-bbox="692 380 1171 439">General Manager, Kashima Factory of the Company</p> <p data-bbox="475 443 603 470">April 2013</p> <p data-bbox="692 443 1246 501">General Manager, Manufacturing Department of the Company</p> <p data-bbox="475 506 603 533">April 2014</p> <p data-bbox="692 506 1257 564">General Manager, Machinery Design Department of the Company</p> <p data-bbox="475 568 603 595">April 2016</p> <p data-bbox="692 568 1225 663">Deputy Division Director, Machinery Business Division and General Manager, Manufacturing Department of the Company</p> <p data-bbox="475 667 603 694">April 2019</p> <p data-bbox="692 667 1219 725">Executive Officer and Division Director, Machinery Business Division of the Company</p> <p data-bbox="475 730 603 757">April 2022</p> <p data-bbox="692 730 1257 855">Executive Officer, Division Director, Machinery Business Division, and Deputy Division Director, Technology Development &amp; Production Division of the Company</p> <p data-bbox="475 860 603 887">June 2022</p> <p data-bbox="692 860 1262 954">Director in charge of Technology Development &amp; Production Division and Machinery Business Division of the Company</p> <p data-bbox="475 958 603 985">June 2025</p> <p data-bbox="692 958 1270 1079">Director, Managing Executive Officer in charge of Technology Development &amp; Production Division and Machinery Business Division of the Company (to present)</p> | 2,000 shares                               |
| <p data-bbox="193 1093 791 1120">[Reasons for nomination as a candidate for Director]</p> <p data-bbox="193 1133 1457 1357">Mr. Shiro Yajima has mainly been involved in the manufacturing divisions of the Company's machinery business for many years, held the position of Executive Officer from April 2019 and has served as a Director since June 2022 and a Director and Managing Executive Officer since June 2025, accumulating extensive experience in the Group's businesses. Accordingly, the Company has determined that, by leveraging the experience described above, he is capable of continuing to carry out the management and supervision functions of the Group's overall management and appropriately performing his duties as Director.</p> |                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Name<br>(Date of birth)                                                                                                                                | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Number of<br>shares of the<br>Company held |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  <p data-bbox="231 728 406 801">Takashi Inoue<br/>(July 14, 1968)</p> | <p data-bbox="470 273 598 302">April 1991</p> <p data-bbox="694 273 925 302">Joined the Company</p> <p data-bbox="470 313 598 342">April 2015</p> <p data-bbox="694 313 1197 376">General Manager, Plant Engineering Project<br/>Department of the Company</p> <p data-bbox="470 376 598 405">April 2016</p> <p data-bbox="694 376 1260 470">General Manager, Plant Engineering Project<br/>Department and General Manager, Energy Project<br/>Office of the Company</p> <p data-bbox="470 470 598 499">April 2017</p> <p data-bbox="694 470 1197 600">General Manager, Plant Engineering Project<br/>Department and General Manager, Plant<br/>Engineering Project Control Office of the<br/>Company</p> <p data-bbox="470 600 598 629">April 2019</p> <p data-bbox="694 600 1252 757">General Manager, Plant Engineering Project<br/>Department; General Manager, Plant Engineering<br/>Project Control Office; and Deputy General<br/>Manager, Hydrogen &amp; Energy Project Center of<br/>the Company</p> <p data-bbox="470 757 662 786">September 2019</p> <p data-bbox="694 757 1220 819">Deputy General Manager, Hydrogen &amp; Energy<br/>Project Center of the Company</p> <p data-bbox="470 819 662 848">September 2021</p> <p data-bbox="694 819 1220 882">General Manager, Hydrogen &amp; Energy Project<br/>Center of the Company</p> <p data-bbox="470 882 598 911">June 2022</p> <p data-bbox="694 882 1268 945">Executive Officer and General Manager, Hydrogen<br/>&amp; Energy Project Center of the Company</p> <p data-bbox="470 945 598 974">April 2023</p> <p data-bbox="694 945 1236 1039">Executive Officer and Division Director,<br/>Environmental &amp; Hydrogen &amp; Energy Business<br/>Division of the Company</p> <p data-bbox="470 1039 598 1068">April 2025</p> <p data-bbox="694 1039 1236 1169">Executive Officer and Division Director,<br/>Environmental &amp; Hydrogen &amp; Energy Business<br/>Division, and General Manager, Green<br/>Transformation Business Office of the Company</p> <p data-bbox="470 1169 598 1198">June 2025</p> <p data-bbox="694 1169 1268 1326">Director, Managing Executive Officer in charge of<br/>Sales Division, Plant Project Business Division,<br/>and Environment &amp; Hydrogen &amp; Energy Division,<br/>and General Manager, Green Transformation<br/>Business Office of the Company (to present)</p> | 2,179 shares                               |
| <p data-bbox="194 1348 790 1377">[Reasons for nomination as a candidate for Director]</p> <p data-bbox="194 1384 1460 1601">Mr. Takashi Inoue has mainly been involved in the plant project business and the hydrogen &amp; energy project business for many years, and held the position of Executive Officer from June 2022 and Director and Managing Executive Officer from June 2025, accumulating extensive experience in the Group's businesses. Accordingly, the Company has determined that, by leveraging the experience described above, he is capable of continuing to carry out the management and supervision functions of the Group's overall management and appropriately performing his duties as Director.</p> |                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Name<br>(Date of birth)                                                                                                    | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Number of<br>shares of the<br>Company held |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <br>Tomonari Miyamoto<br>(March 17, 1973) | <p>April 1996      Joined the Japan Association for Employment of Persons with Disabilities (currently, the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers)</p> <p>January 2008      Joined the Company</p> <p>April 2016      General Manager, General Affairs and Personnel Department of the Company</p> <p>April 2022      Deputy Division Director, Planning &amp; Administrative Division and General Manager, General Affairs and Personnel Department of the Company</p> <p>April 2024      Executive Officer, Division Director, Planning &amp; Administrative Division and General Manager, General Affairs and Personnel Department of the Company</p> <p>June 2025      Director, Managing Executive Officer in charge of Sustainability and Planning &amp; Administrative Division of the Company</p> <p>October 2025      Director, Managing Executive Officer in charge of Sustainability and Planning &amp; Administrative Division and Production Strategy Planning Office of the Company (to present)</p> | 10,379 shares                              |
| <p>[Reasons for nomination as a candidate for Director]</p> <p>Mr. Tomonari Miyamoto has mainly been involved in the general affairs and personnel division, and held the position of Executive Officer from April 2024 and Director and Managing Executive Officer from June 2025, accumulating extensive experience in the Group's businesses. Accordingly, the Company has determined that, by leveraging the experience described above, he is capable of continuing to carry out the management and supervision functions of the Group's overall management and appropriately performing his duties as Director.</p> |                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Name<br>(Date of birth)                                                                                                     | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Number of<br>shares of the<br>Company held |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <br>Masaaki Kusunoki<br>(January 15, 1961) | April 1985      Joined Mitsubishi Heavy Industries, Ltd.<br>April 2013      General Manager, Large Machinery & Steel<br>Infrastructure Systems Project Office,<br>Environmental & Chemical Plant Project<br>Management Division, Engineering Headquarters<br>of Mitsubishi Heavy Industries, Ltd.<br>October 2013    General Manager, Infrastructure Project Office,<br>Chemical Plant & Infrastructure Division, Energy<br>& Environment Domain of Mitsubishi Heavy<br>Industries, Ltd.<br>April 2014      General Manager, Transportation System Division,<br>Commercial Aviation & Transportation Systems of<br>Mitsubishi Heavy Industries, Ltd.<br>April 2016      General Manager, Project Management Division,<br>Engineering Headquarters of Mitsubishi Heavy<br>Industries, Ltd.<br>January 2018    Senior Vice President of Mitsubishi Heavy<br>Industries Engineering, Ltd.<br>April 2019      Senior Vice President and Vice President, Industry<br>& Infrastructure of Mitsubishi Heavy Industries,<br>Ltd. and Executive Vice President of Mitsubishi<br>Heavy Industries Engineering, Ltd.<br>January 2020    Senior Vice President and Vice President, Industry<br>& Infrastructure of Mitsubishi Heavy Industries,<br>Ltd.<br>April 2020      Senior Vice President and Vice President, Plants &<br>Infrastructure Systems of Mitsubishi Heavy<br>Industries, Ltd. (retired in March 2024)<br>June 2020      Director of the Company (to present)<br>April 2024      Fellow Advisor of Mitsubishi Heavy Industries,<br>Ltd. (until March 2026) | 0 shares                                   |
| <p>[Reasons for nomination as a candidate for External Director and expected role]</p> <p>Mr. Masaaki Kusunoki served as the Senior Vice President of Mitsubishi Heavy Industries, Ltd. until March 2024 and as a Fellow Advisor of Mitsubishi Heavy Industries until March 2026, Ltd. The Company has renominated him as a candidate for External Director, as he provides appropriate advice on and supervision of the Company's management based on his extensive knowledge and experience.</p> <p>Going forward, the Company expects him to continue to provide useful opinions and suggestions on the Group's overall management based on his knowledge and experience described above.</p> |                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Name<br>(Date of birth)                                                                                                  | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Number of<br>shares of the<br>Company held |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <br>Mika Nakayama<br>(January 10, 1961) | August 1984    Joined Japan Synthetic Rubber Co., Ltd. (currently JSR Corporation)<br>June 2015    Officer, General Manager of Corporate Planning Department and General Manager of Diversity Promotion Office of JSR Corporation<br>April 2017    Executive Officer, General Manager of Intellectual Property Department of JSR Corporation<br>June 2020    Director, Senior Officer, General Manager of Sustainability Promotion Dept. of JSR Corporation) (retired in June 2022)<br>June 2022    Outside Director, Audit & Supervisory Committee Member of Astellas Pharma Inc. (scheduled to retire in June 2026)<br>June 2024    Director of the Company (to present) | 0 shares                                   |
| <p>[Reasons for nomination as a candidate for External Director and expected role]</p> <p>Ms. Mika Nakayama was involved in work in the field of intellectual property at JSR Corporation for many years and served as an Officer and Director of JSR Corporation. Currently, she serves as an Outside Director, Audit &amp; Supervisory Committee Member of Astellas Pharma Inc. Based on her extensive knowledge and experience described above, she provides appropriate advice on and supervision of the Company's management as an External Director with strengths in corporate management as well as legal affairs and risk management. The Company has, therefore, renominated her as a candidate for External Director.</p> <p>Going forward, the Company expects her to continue to provide useful opinions and suggestions on the Group's overall management based on her knowledge and experience described above.</p> |                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Name<br>(Date of birth)                                                                                                   | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Number of<br>shares of the<br>Company held |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <br>Mariko Kawaguchi<br>(March 30, 1961) | April 1986      Joined Daiwa Securities Co., Ltd.<br>April 2009      General Manager of Management Strategy<br>Research Division of Daiwa Institute of Research<br>Ltd.<br>April 2010      Head of CSR Department and Senior Manager of<br>Corporate Communications Department of Daiwa<br>Securities Group Inc.<br>October 2010    Senior Manager of Corporate Communications<br>Department of Daiwa Securities Group Inc.<br>July 2011        General Manager of Environment/CSR Department<br>of Daiwa Institute of Research Ltd.<br>April 2012      Chief Researcher, Research Division of Daiwa<br>Institute of Research Ltd.<br>January 2019    Principal Researcher of Daiwa Institute of<br>Research Ltd. (until March 2020)<br>April 2020      Executive Advisor to CEO of Fuji Oil Holdings<br>Inc. (currently FUJI OIL CO., LTD.)<br>April 2020      Specially Appointed Professor, Graduate School of<br>Social Design Studies, Rikkyo University (to<br>present)<br>September 2021   Advisor to Sustainability Advisory Committee of<br>Asset Management One Co., Ltd. (to present)<br>April 2023      ESG Advisor of Fuji Oil Holdings Inc. (currently<br>FUJI OIL CO., LTD.) (until March 2025)<br>June 2024      Director of the Company (to present)<br>June 2025      CEO Advisor of Sagamiya Foods Co., Ltd. (to<br>present) | 200 shares                                 |
| <p>[Reasons for nomination as a candidate for External Director and expected role]</p> <p>Ms. Mariko Kawaguchi is a sustainability expert in Japan. At Daiwa Institute of Research Ltd., she provides information and advice on ESG investment (for financial institutions) and CSR/CSV (for companies) to clients in various industries. As a university professor, she has also served on many government committees related to ESG and sustainability. Based on her extensive knowledge and experience described above, she provides appropriate advice on and supervision of the Company's management as an External Director with strengths in the environmental field and ESG management. The Company has, therefore, renominated her as a candidate for External Director.</p> <p>Going forward, the Company expects her to continue to provide useful opinions and suggestions on the Group's overall management based on her knowledge and experience described above.</p> |                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                            |

- Notes:
1. There are no special interests between each candidate and the Company.
  2. Mr. Masaaki Kusunoki, Ms. Mika Nakayama, and Ms. Mariko Kawaguchi are candidates for External Director.
  3. Mr. Masaaki Kusunoki will have served as External Director for six (6) years at the conclusion of this General Meeting of Shareholders.
  4. Ms. Mika Nakayama and Ms. Mariko Kawaguchi will have served as External Director for two (2) years at the conclusion of this General Meeting of Shareholders.
  5. The Company has registered Mr. Masaaki Kusunoki, Ms. Mika Nakayama, and Ms. Mariko Kawaguchi as Independent Officers, as set forth by the Tokyo Stock Exchange. If this proposal is approved as originally proposed, the Company intends to continue with such designation.
  6. The Company has entered into an agreement with Mr. Masaaki Kusunoki, Ms. Mika Nakayama, and Ms. Mariko Kawaguchi to limit their liability, as stipulated in Article 423, Paragraph 1 of the Companies Act, to the amount stipulated by laws and regulations. If this proposal is approved as originally proposed, the Company intends to continue the said agreement with them.
  7. The Company has entered into a directors and officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company for all of the Directors (including External Directors and Directors who are Audit and Supervisory Committee Members), Corporate Auditors and Executive Officers of the Company and some of its subsidiaries as the insured. The said insurance contract covers damage that may arise due to the insured assuming liability for their execution of duties, or receiving a claim for the pursuit of such liability. If the candidates are elected as Directors and assume office, each of the Directors will be included in the said insurance contract as the insured. The Company intends to renew the said insurance contract under the same terms and conditions at the next time of renewal.

[Reference] Matters related to cross-shareholdings

(1) Policy on cross-shareholdings

The Company holds listed shares, taking into consideration, in a comprehensive manner, the necessity related to business activities, such as maintenance and strengthening of business relationships, and economic rationality. The Company verifies the appropriateness of holding listed shares based on whether the benefits and risks associated with holding shares of each equity are commensurate with the cost of capital, and whether they are in line with the purpose of holding, such as maintaining medium- to long-term relationships, expanding transactions, and creating synergies.

For shares that have not been found to be appropriate as a result of verification, the Company will strive to improve profitability and reduce holdings if it is deemed difficult to improve profitability.

With regard to the exercise of voting rights for cross-shareholdings, the Company will make decisions based on factors such as whether or not it is suitable for sustainable growth and enhancement of corporate value of both the Company and the issuing companies, while respecting the management policies of the issuing companies.

(2) Status of cross-shareholdings

|                                                       | March 31, 2025    | March 31, 2026    |
|-------------------------------------------------------|-------------------|-------------------|
| Number of issues (of which listed shares)             | 30 (15)           | 31 (15)           |
| Amount recorded on the balance sheet                  | 4,095 million yen | 6,014 million yen |
| Percentage as a proportion to consolidated net assets | 10.71%            | 13.38%            |


**Proposal 3:** Election of Three (3) Directors Who Are Audit and Supervisory Committee Members


The terms of office of Mr. Shinichi Sakemi, Mr. Tomohiro Kikkawa and Ms. Junko Kamei, Directors who are Audit and Supervisory Committee Members, will expire at the conclusion of this General Meeting of Shareholders.


Accordingly, the Company proposes the election of three (3) Directors who are Audit and Supervisory Committee Members.

The Audit & Supervisory Committee has given its approval to this proposal.

The candidates for Directors who are Audit & Supervisory Committee Members are as follows:

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Name<br>(Date of birth)                                                                                                | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Number of<br>shares of the<br>Company held |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <br>Shinichi Sakemi<br>(May 20, 1961) | April 1984      Joined Ikeda Construction Co., Ltd.<br>April 1991      Joined the Company<br>April 2011      General Manager, Environmental Engineering<br>Department of the Company<br>June 2019      Executive General Manager, Environmental<br>Engineering Business Division of the Company<br>April 2020      Technical Expert of the Company<br>April 2022      Executive Officer, Division Director, Technology<br>Development and Production Division and General<br>Manager of Technology Development Office of the<br>Company<br>April 2023      Executive Officer, Division Director, Technology<br>Development and Production Division of the<br>Company<br>April 2024      Assistant to President of the Company<br>June 2024      Director and Audit and Supervisory Committee<br>Member of the Company (Full-time) (to present) | 3,200 shares                               |
| [Reasons for nomination as a candidate for Director who is an Audit and Supervisory Committee Member]<br>Mr. Shinichi Sakemi has been involved mainly in the environmental engineering department for a long time, and has served as an Executive Officer since April 2022 and has a wealth of experience in the Group's business. He has also assumed office as Director who is an Audit and Supervisory Committee Member since June 2024. In light of his experience described above, the Company has determined that he is capable of continuing to appropriately carry out his duties as Director who is an Audit and Supervisory Committee Member. |                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Name<br>(Date of birth)                                                                                                                         | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Number of<br>shares of the<br>Company held |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <br>Hiroya Nitta<br>(November 19, 1958)<br><br>[New candidate] | April 1991 Appointed as Public Prosecutor<br>April 2007 Deputy Prosecutor - General of Nagasaki District<br>Public Prosecutors Office<br>April 2012 Head of General Affairs Department of Kobe<br>District Public Prosecutors Office<br>April 2016 Head of General Affairs Department of Takamatsu<br>High District Public Prosecutors Office<br>July 2017 Head of Amagasaki Branch and Head of Itami<br>Branch of Kobe District Public Prosecutors Office<br>March 2018 Retired as Public Prosecutor<br>June 2018 Notary Public of Kishiwada Notary Office (until<br>May 2025)<br>June 2024 Joined Osaka Fuyo Law Office (to present)<br>August 2024 Registered as attorney-at-law | 0 shares                                   |
| <p>[Reasons for nomination as a candidate for External Director who is an Audit and Supervisory Committee Member and expected role]</p> <p>Mr. Hiroya Nitta has many years of experience and expertise as a public prosecutor and an attorney-at-law in the legal profession. The Company has, therefore, determined that he is capable of appropriately carrying out his duties as External Director who is an Audit and Supervisory Committee Member and has nominated him as a candidate for External Director who is an Audit and Supervisory Committee Member. In light of his experience described above, the Company expects him to provide useful opinions and suggestions on the Group's overall management based on his deep insight with his legal expertise.</p> |                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Name<br>(Date of birth)                                                                                                                        | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                 | Number of<br>shares of the<br>Company held |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <br>Emiko Koide<br>(February 28, 1972)<br><br>[New candidate] | October 1996    Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)<br>May 2000        Registered as Certified Public Accountant<br>August 2001    Joined Masayasu Koide Tax Accounting Office (to present)<br>August 2001    Opened Emiko Koide Certified Public Accountant Office (to present)<br>March 2005     Registered as Certified Tax Accountant | 0 shares                                   |
| <p>[Reasons for nomination as a candidate for External Director who is an Audit and Supervisory Committee Member and expected role]</p> <p>Ms. Emiko Koide is a certified public accountant and a certified tax accountant, with many years of experience and expertise in accounting auditing practice at an auditing firm and other entities. The Company has, therefore, determined that she is capable of appropriately carrying out her duties as External Director who is an Audit and Supervisory Committee Member and has nominated her as a candidate for External Director who is an Audit and Supervisory Committee Member. In light of her experience described above, the Company expects her to provide useful opinions and suggestions on the Group's overall management based on her extensive knowledge of finance and accounting.</p> |                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                      |                                            |

- Notes:
1. There are no special interests between each candidate and the Company.
  2. Mr. Hiroya Nitta and Ms. Emiko Koide are candidates for External Director who are Audit and Supervisory Committee Members.
  3. If election of Mr. Hiroya Nitta and Ms. Emiko Koide is approved as originally proposed in this proposal, the Company intends to register them as Independent Officers, as set forth by the Tokyo Stock Exchange.
  4. The Company has entered into agreements with each of the Directors who are Audit and Supervisory Committee Members to limit their liability, as stipulated in Article 423, Paragraph 1 of the Companies Act, to the amount stipulated by laws and regulations. If this proposal is approved as originally proposed, the Company intends to continue the said agreement with Mr. Shinichi Sakemi and enter into a similar agreement with Mr. Hiroya Nitta and Ms. Emiko Koide.
  5. The Company has entered into a directors and officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company for the Directors (including External Directors and Directors who are Audit and Supervisory Committee Members), Corporate Auditors and Executive Officers of the Company and some of its subsidiaries as the insured. The said insurance contract covers damage that may arise due to the insured assuming liability for their execution of duties, or receiving a claim for the pursuit of such liability. If the candidates are elected as Directors who are Audit and Supervisory Committee Members and assume office, each of the Directors who are Audit and Supervisory Committee Members will be included in the said insurance contract as the insured. The Company intends to renew the said insurance contract under the same terms and conditions at the next time of renewal.

[Reference] Skills Matrix (Structure after the conclusion of this General Meeting of Shareholders)

| Name                                                |                   | Corporate Management | Finance and Accounting | Legal and Risk Management | Personnel, Labor, and Human Resources Development | Environment, Safety and Quality | Technology, Development and Information | Business Experience Related to the Company |
|-----------------------------------------------------|-------------------|----------------------|------------------------|---------------------------|---------------------------------------------------|---------------------------------|-----------------------------------------|--------------------------------------------|
| Representative Director<br>President and CEO        | Toshikazu Tanaka  | ○                    | ○                      | ○                         | ○                                                 |                                 |                                         |                                            |
| Directors<br>Managing Executive Officers            | Shiro Yajima      | ○                    |                        |                           |                                                   | ○                               | ○                                       | ○                                          |
|                                                     | Takashi Inoue     |                      |                        |                           |                                                   | ○                               | ○                                       | ○                                          |
|                                                     | Tomonari Miyamoto |                      | ○                      | ○                         | ○                                                 | ○                               |                                         |                                            |
| External Directors                                  | Masaaki Kusunoki  | ○                    |                        |                           |                                                   |                                 | ○                                       | ○                                          |
|                                                     | Mika Nakayama     | ○                    |                        | ○                         |                                                   |                                 | ○                                       |                                            |
|                                                     | Mariko Kawaguchi  |                      |                        |                           | ○                                                 | ○                               | ○                                       |                                            |
| Audit and Supervisory Committee Members (Full-time) | Junichi Masuda    | ○                    | ○                      | ○                         | ○                                                 |                                 |                                         |                                            |
|                                                     | Shinichi Sakemi   |                      |                        |                           |                                                   | ○                               | ○                                       | ○                                          |
| Audit and Supervisory Committee Members (Part-time) | Hiroya Nitta      |                      |                        | ○                         |                                                   |                                 |                                         |                                            |
|                                                     | Emiko Koide       |                      | ○                      |                           |                                                   |                                 |                                         |                                            |

\*The above table indicates up to four areas in which the individual can demonstrate his or her expertise and is not intended as an exhaustive list of the individual's knowledge.