
Message from the President and Representative Director



Satoshi Mochida
President and Representative Director

Dear Shareholders:

We are pleased to inform you of the convocation of our 80th Annual General Meeting of Shareholders to be held on Wednesday, June 17, 2026.

Uncertainty in the international situation is further increasing due to international trade policy and geopolitical risks as well as consequent raw material price increases and foreign exchange fluctuations. These factors mean that the fiscal year ending March 31, 2027, will demand even more decisive leadership and decision making.

This fiscal year will be the final year of the 7th Medium-Term Management Plan, and also the year when we formulate the 8th Medium-Term Management Plan.

Based on our purpose of **“Delivering Kando ‘beyond expectations’ by contributing to society with print technology,”** and through business autonomy and cocreation, we will build the Komori Group to be a self-directed organization. Specifically, we aim to achieve an operating profit margin of 9% in both of our existing offset and security printing press businesses, a 17% CAGR in our new DPS and PE businesses through sales expansion, and a 16% sales growth in our service PESP business. Based on these, we aim to achieve an overall ROE of 6% or more and an operating profit margin of 7% or more. In addition, we will steadily advance strategic investments and transform our business portfolio as the foundation for solid growth in new businesses, thereby continuing our work toward achieving business transformation.

Guided by our management philosophy of **“Realization of Kando ‘beyond expectations,’”** we aim to inspire all our stakeholders, including our customers and shareholders, while establishing strong management foundations through the transformation into a sustainable management structure. We look forward to your continued support.

These documents have been translated from Japanese originals for reference purposes only. In the event of any discrepancy between these translated documents and the Japanese originals, the originals shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translations.

(Securities Code 6349)

May 27, 2026

Date of commencement of electronic provision measures: May 20, 2026

To: Our Shareholders

Satoshi Mochida
President and Representative Director
Komori Corporation
3-11-1, Azumabashi, Sumida-ku, Tokyo

NOTICE OF CONVOCATION OF THE 80TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

We are pleased to inform you of the 80th Annual General Meeting of Shareholders of Komori Corporation (the “Company”) to be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for providing information in electronic format (the “electronic provision measures”) and has posted the matters subject to the electronic provision measures on the following website on the Internet:

The Company’s website
<https://www.komori.com/ir/en/>

The matters subject to the electronic provision measures have been posted on the Tokyo Stock Exchange (TSE) website in addition to the above website. Please access the following TSE website (Listed Company Search), perform a search by entering the issue name (Komori Corporation) or securities code (6349) and select “Basic information” and then “Documents for public inspection/PR information” to review the matters:

TSE website (Listed Company Search)
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

If you do not attend the Meeting, you may exercise your voting rights via the Internet or in writing. Please review the Reference Documents for the General Meeting of Shareholders, and exercise your voting rights by 5:30 p.m. on Tuesday, June 16, 2026 (Japan time).

- 1. Date and Time:** Wednesday, June 17, 2026 at 10:00 a.m. (Japan time)
- 2. Venue:** *Nishiki no ma*, 4th floor, TOBU HOTEL LEVANT TOKYO
1-2-2 Kinshi, Sumida-ku, Tokyo, Japan
- 3. Agenda of the Meeting:**
 - Matters to be reported:**
 1. Business Report and Consolidated Financial Statements for the 80th Fiscal Year (from April 1, 2025 to March 31, 2026) and report on results of audits of the Consolidated Financial Statements by the Accounting Auditors and the Audit and Supervisory Committee
 2. Non-Consolidated Financial Statements for the 80th Fiscal Year (from April 1, 2025 to March 31, 2026)
 - Matters to be resolved:**
 - Proposal No. 1:** Appropriation of Surplus
 - Proposal No. 2:** Election of Eight Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)
 - Proposal No. 3:** Election of One Director Who Is Audit and Supervisory Committee Member

Proposal No. 4: Payment of Bonuses to Directors

- © Of the matters subject to the electronic provision measures, documents delivered to shareholders do not include the following matters in accordance with the laws and regulations as well as Article 15 of the Articles of Incorporation of the Company. The Audit and Supervisory Committee and the Accounting Auditors have audited documents that contain the following matters, which are subject to audit:
- Business Report: “Trends in Assets and Results of Operations, (2) Trends in Assets and Results of the Company” “Principal Businesses,” “Major Business Offices and Plants,” “Employees,” and “Main Lenders and Loans Payable” of “Matters Concerning Present Condition of the Company”
 - Business Report: “Matters Concerning the Company’s Shares,” “Matters Concerning Outside Officers,” “Accounting Auditors,” and “Systems and Policies of the Company”
 - Consolidated Financial Statements (Consolidated Balance Sheets, Consolidated Statements of Income, Consolidated Statements of Changes in Net Assets, and Notes to the Consolidated Financial Statements)
 - Non-Consolidated Financial Statements (Non-Consolidated Balance Sheet, Non-Consolidated Statement of Income, Non-Consolidated Statement of Changes in Net Assets, and Notes to the Non-Consolidated Financial Statements)
 - Audit Reports (Accounting Auditors’ Report on Consolidated Financial Statements, Accounting Auditors’ Report on Non-Consolidated Financial Statements, and Audit Report by the Audit and Supervisory Committee)
- © Any revisions to the matters subject to electronic provision measures will be posted on each website on which the matters are posted.

Notwithstanding that the system for electronic provision of materials for the General Meeting of Shareholders has been implemented following the amendments to the Companies Act, for this Meeting, the Company has delivered the Notice of Convocation (documents that contain the materials for the General Meeting of Shareholders provided electronically excluding the matters listed above) to all of our shareholders, regardless of whether they have requested it or not.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

The Company considers that returning profits to its shareholders is an important policy. The Company's basic policy is to generate stable shareholder returns that reflect its operating results while improving profitability and maintaining financial soundness.

The Company hereby proposes the appropriation of surplus as follows.

1. Matters concerning year-end dividend

The Company hereby proposes the following year-end dividend for the fiscal year ended March 31, 2026, having taken all factors into consideration such as its basic policy and full-year operating results.

(1) Type of dividend property

Cash

(2) Matters concerning allocation of dividend property to shareholders and total amount thereof

35 yen per common share of the Company

Total amount: 1,871,538,060 yen

As an interim dividend of 35 yen has been paid, the annual dividend for the fiscal year ended March 31, 2026 will be 70 yen per share.

(3) Effective date of payment of dividend

June 18, 2026

2. Other matters concerning appropriation of surplus

There is no relevant information.

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

The terms of office of all Directors (seven Directors) (excluding Directors who are Audit and Supervisory Committee Members; the same applies hereinafter in this Proposal) will expire upon the conclusion of the Annual General Meeting of Shareholders. Accordingly, the election of eight Directors is proposed by increasing the number of Outside Directors by one with the aim to strengthen the supervisory function over management.

The candidates for Directors are as follows:

No.	Name	Positions and responsibilities	Attendance at the Board of Directors meetings
1	Satoshi Mochida (Re-appointment)	President, CEO and Representative Director	100% 13 times / 13 meetings
2	Koichi Matsuno (Re-appointment)	Director, Senior Managing Operating Officer, Assistant to the President and Group General Manager of DPS Business Group	100% 13 times / 13 meetings
3	Iwao Hashimoto (Re-appointment)	Director, Managing Operating Officer and CFO, Group General Manager of Global Business Administration & Human Resources Management Group	100% 13 times / 13 meetings
4	Akihiro Komori (New appointment)	Managing Operating Officer, Group General Manager of Offset Business Group and CEO of Komori Machinery (Nantong) Co., Ltd.	–
5	Toshiro Maruyama (Re-appointment) (Outside) (Independent)	Director	100% 13 times / 13 meetings
6	Koji Yamada (Re-appointment) (Outside) (Independent)	Director	100% 13 times / 13 meetings
7	Takako Hayashi (Re-appointment) (Outside) (Independent)	Director	92% 12 times / 13 meetings
8	Kayo Fujita (New appointment) (Outside) (Independent)	–	–

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of shares of the Company held
1	Satoshi Mochida (August 7, 1950) (Re-appointment)	April 1975 Joined the Company June 1995 Director, Deputy Head of Corporate Management Office, Head of Secretary's Office and General Manager of Overseas Sales Division June 1998 Managing Director, Head of President's Office and General Manager of Sales Department at Head Office April 2000 Managing Director, General Manager of Sales Management Division and General Manager of Sales Department at Head Office July 2001 Managing Director, General Manager of Sales Management Division, General Manager of Sales Department at Head Office and General Manager of Overseas Sales Division March 2005 Managing Director and Head of Management Planning Office July 2006 Managing Director, Managing Operating Officer and Head of Management Planning Office November 2006 Senior Managing Director, COO and Representative Director and Head of Management Planning Office June 2011 Representative Director, COO, Senior Managing Operating Officer and Head of Management Planning Office April 2013 Vice President, COO, Representative Director and Head of Management Planning Office June 2014 President, COO, Representative Director, Head of Management Planning Office and Head of CSR Planning & Coordination Office March 2016 President, COO, Representative Director and Plant Director of Tsukuba Plant June 2019 President, CEO and Representative Director (to present)	100,878 common shares
<p>Attendance at the meeting of the Board of Directors: 13 times / 13 meetings (100%)</p> <p>Reason for nomination as a candidate for Director: Mr. Satoshi Mochida has been the President and Representative Director since June 2014, and is knowledgeable with the characteristics and business strategies of each business of the Group's overall management. Amid changes in the market environment, Mr. Mochida has taken a comprehensive view of group businesses, promoted business operations that further expanded globalization and accelerated innovation, and demonstrated strong leadership. The Company proposes the election of the candidate for Director, believing that Mr. Mochida will continue to provide appropriate supervision for the entire Group's management and he is needed to achieve the sustainable growth of the Group and the enhancement of corporate value by utilizing his abundant experience, expertise and high level of management insight.</p>			

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of shares of the Company held
2	Koichi Matsuno (September 7, 1960) (Re-appointment)	April 1985 Joined the Company March 2005 General Manager of Toride Plant and Tsukuba Plant March 2006 General Manager of Tsukuba Plant February 2011 Deputy Plant Director of Tsukuba Plant and Head of Overseas Production Promotion Office April 2012 Operating Officer, Deputy Plant Director of Tsukuba Plant and General Manager of Tsukuba Plant April 2014 Operating Officer, General Manager of Administration Division June 2014 Director, Operating Officer, General Manager of Administration Division and Leader of KNT Business Promotion Project July 2022 Director, Managing Operating Officer, Plant Director of Tsukuba Plant and General Manager of Tsukuba Plant March 2023 Director, Managing Operating Officer, Group General Manager of Offset Business Group and Plant Director of Tsukuba Plant April 2024 Director, Managing Operating Officer and Group General Manager of Offset Business Group February 2026 Director, Senior Managing Operating Officer, Assistant to the President and Group General Manager of DPS Business Group (to present)	27,236 common shares
<p>Attendance at the meeting of the Board of Directors: 13 times / 13 meetings (100%)</p> <p>Reason for nomination as a candidate for Director: Mr. Koichi Matsuno has been in charge of production bases that oversee manufacturing, purchasing, and value chains for many years, has a high level of expertise in finance, and has a track record in improving management efficiency and formulating and executing the Company's financial strategy. In addition, Mr. Matsuno has contributed to strengthening corporate governance. The Company proposes the election of the candidate for Director, believing that Mr. Matsuno will continue to be needed to achieve the sustainable growth of the Group and the enhancement of corporate value by utilizing his abundant experience, expertise and high level of management insight.</p>			

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of shares of the Company held
3	Iwao Hashimoto (December 14, 1958) (Re-appointment)	<p>April 1981 Joined Kubota Tekko K.K. (now Kubota Corporation)</p> <p>April 2007 General Manager of Pump Planning Division, Kubota Corporation</p> <p>April 2015 General Manager of Water and Environmental Engineering Division, Kubota Corporation</p> <p>April 2019 Joined the Company Deputy General Manager of Administrative Division</p> <p>February 2020 Operating Officer, Deputy Plant Director of Tsukuba Plant and Representative Director of Komori Machinery Co., Ltd.</p> <p>February 2022 Operating Officer, General Manager of Administration Division</p> <p>June 2022 Director and Operating Officer, General Manager of Administrative Division</p> <p>April 2023 Director and Senior Operating Officer, General Manager of Administrative Division</p> <p>July 2024 Director, Managing Operating Officer and CFO, Group General Manager of Global Business Administration & Human Resources Management Group, General Manager of Administrative Division</p> <p>February 2026 Director, Managing Operating Officer, CFO and Group General Manager of Global Business Administration & Human Resources Management Group (to present)</p>	8,507 common shares

Attendance at the meeting of the Board of Directors:

13 times / 13 meetings (100%)

Reason for nomination as a candidate for Director:

Mr. Iwao Hashimoto is knowledgeable with business management and business planning in business operations. Mr. Hashimoto has a track record in improving the efficiency of development and manufacturing management in a corporation which operates globally, and has demonstrated leadership in improving labor productivity at our manufacturing bases. The Company proposes the election of the candidate for Director, believing that Mr. Hashimoto will be needed to achieve the sustainable growth of the Group and the enhancement of corporate value by utilizing his abundant experience, expertise and high level of management insight in addition to high degree of professionalism in financial activities.

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of shares of the Company held
4	Akihiro Komori (October 2, 1966) (New appointment)	<p>April 1990 Joined the Company</p> <p>April 2013 Seconded to Komori International (Europe) B.V. (President)</p> <p>February 2020 Operating Officer and General Manager of Overseas Sales Group</p> <p>March 2023 Operating Officer and Group General Manager of The Greater China Business Headquarters</p> <p>September 2023 Operating Officer and Group General Manager of The Greater China Business Headquarters, CEO of Komori Machinery (Nantong) Co., Ltd.</p> <p>April 2024 Senior Operating Officer</p> <p>January 2025 Senior Operating Officer and Deputy Executive Group General Manager of Offset Business Group, General Manager of Overseas Sales Promotion Group, Group General Manager of The Greater China Business Headquarters, CEO of Komori Machinery (Nantong) Co., Ltd., General Manager of Asia Pacific Sales Dept.</p> <p>February 2026 Managing Operating Officer and Executive Group General Manager of Offset Business Group, CEO of Komori Machinery (Nantong) Co., Ltd. (to present)</p>	532,000 common shares

Reason for nomination as a candidate for Director:

Mr. Akihiro Komori has business experience in managing an overseas local subsidiary and supervising sales activities in Japan and abroad, and has been contributing to globalization of our businesses with his abilities to accurately capture markets in respective countries in driving businesses and to run the organization. The Company proposes the election of the candidate for Director, believing that Mr. Komori will continue to be needed to achieve the sustainable growth of the Group and the enhancement of corporate value by utilizing his abundant experience, expertise and high level of management insight.

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of shares of the Company held
6	Koji Yamada (June 21, 1954) (Re-appointment) (Outside) (Independent)	April 1977 Joined Komatsu Ltd. August 1996 General Manager of Planning & Cooperation Department, Chattanooga Manufacturing Operation, Komatsu America Corp. April 1999 General Manager of Planning & Coordination Department of Osaka Plant, Production Division, Komatsu Ltd. April 2002 Plant Manager of Awazu Plant, Production Division, Komatsu Ltd. April 2004 Executive Officer, Komatsu Ltd. April 2005 President of Industrial Machinery Business Division, Komatsu Ltd. and President and Chief Executive Officer, Komatsu Industries Corp. February 2009 Representative of All India Operations, Komatsu Ltd. April 2009 President of Komatsu India Pvt. Ltd. April 2010 Senior Executive Officer, Komatsu Ltd. June 2013 Standing Audit & Supervisory Board Member, Komatsu Ltd. May 2018 Special Advisor, Uchimura Co., Ltd. June 2023 Outside Corporate Auditor, Spancrete Corporation June 2023 Outside Director of the Company (to present)	1,896 common shares

Attendance at the meeting of the Board of Directors:

13 times / 13 meetings (100%)

Reason for nomination as a candidate for Outside Director and expected roles:

From the perspective of strengthening corporate governance, and in consideration of a balance of the overall Board of Directors, the Company endeavors to allocate individuals with management experience, expertise in laws and accounting, and knowledge of technical development, human resource development, and diversity promotion. It is proposed that Mr. Koji Yamada be elected to Outside Director for the purpose of improving the transparency of the Board of Directors and enhancing supervisory functions, in addition to having Mr. Yamada utilize, in the management of the Company, experience in plant management inside and outside Japan and achievements as a business manager, as well as abundant experience and insights from his involvement in development and management of a large number of foreign national staff, in a global general machinery manufacturer.

Mr. Yamada is a candidate for Outside Director provided for in Article 2, item (xv) of the Companies Act.

Mr. Yamada will have served as Outside Director for three years at the close of this General Meeting of Shareholders.

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of shares of the Company held
7	Takako Hayashi (September 19, 1962) (Re-appointment) (Outside) (Independent)	<p>April 1985 Joined Export-Import Bank of Japan (now Japan Bank for International Cooperation)</p> <p>October 2004 Executive Director of Operations in Asia, Gallup Organization Japan</p> <p>January 2007 CLO Assistant GM, Shinsei Bank, Limited (now SBI Shinsei Bank, Limited)</p> <p>April 2018 Senior Officer, In charge of Human Resources, Executive Officer, General Manager of Human Resources, Shinsei Bank, Limited</p> <p>April 2020 Chief Officer, In charge of Human Resources, Managing Executive Officer, Shinsei Bank, Limited</p> <p>October 2022 Executive Advisor, Sumitomo Mitsui Banking Corporation and Sumitomo Mitsui Financial Group, Inc.</p> <p>April 2023 Member of the Japan Board, ISO/TC260</p> <p>April 2024 Managing Executive Officer, jointly in charge of Officer HR Department, in charge of Strategy HR Department, and Head of Diversity Strategy, Sumitomo Mitsui Card Company, Limited</p> <p> Assistant to Executive Officer Group CHRO, Sumitomo Mitsui Financial Group, Inc. (to present)</p> <p>June 2024 Outside Director of the Company (to present) Outside Director who is Audit & Supervisory Committee Member of UT Group Co., Ltd. (to present)</p> <p>Significant concurrent positions: Managing Executive Officer, Sumitomo Mitsui Card Company Limited, and Assistant to Executive Officer Group CHRO, Sumitomo Mitsui Financial Group, Inc. Outside Director who is Audit & Supervisory Committee Member of UT Group Co., Ltd.</p>	0 common shares
<p>Attendance at the meeting of the Board of Directors: 12 times / 13 meetings (92%)</p> <p>Reason for nomination as a candidate for Outside Director and expected roles: From the perspective of strengthening corporate governance, and in consideration of a balance of the overall Board of Directors, the Company endeavors to allocate individuals with management experience, expertise in laws and accounting, and knowledge of technical development, human resource development, and diversity promotion. It is proposed that Ms. Takako Hayashi be elected to Outside Director for the purpose of improving the transparency of the Board of Directors and enhancing supervisory functions, in addition to having Ms. Hayashi utilize, in the management of the Company, abundant experience and knowledge in human capital management, human resource development from a global perspective, and diversity promotion.</p> <p>Ms. Hayashi is a candidate for Outside Director provided for in Article 2, item (xv) of the Companies Act.</p> <p>Ms. Hayashi will have served as Outside Director for two years at the close of this General Meeting of Shareholders.</p>			

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of shares of the Company held
8	Kayo Fujita (January 19, 1970) (New appointment) (Outside) (Independent)	April 1992 Joined Hino Motors, Ltd. September 2009 Registered as an attorney at law (Tokyo Bar Association) September 2009 Joined Suda Law Office May 2018 Established Ginza South Law Office (joint office) (to present)	0 common shares

Reason for nomination as a candidate for Outside Director and expected roles:

From the perspective of strengthening corporate governance, and in consideration of a balance of the overall Board of Directors, the Company endeavors to allocate individuals with management experience, expertise in laws and accounting, and knowledge of technical development, human resource development, and diversity promotion. It is proposed that Ms. Kayo Fujita be elected to Outside Director for the purpose of improving the transparency of the Board of Directors and enhancing supervisory functions, in addition to having Ms. Fujita utilize her expertise, experience, etc. gained as an attorney at law in the management of the Company.

Ms. Fujita is a candidate for Outside Director provided for in Article 2, item (xv) of the Companies Act.

Notes:

1. None of the candidates has any special interest in the Company, nor does the Company have any special interest in any of the candidates.
2. The Company has concluded with an insurance company a directors and officers liability insurance contract that insures the Company's Directors and covers damages that may arise in the event that the insured are held liable, or incur any claim made in pursuit of such liability, with regard to the performance of their duties. If elected as Directors, all the candidates will be covered by the liability insurance contract as the insured. The said contract is scheduled to be renewed in July 2026.
3. Toshiro Maruyama, Koji Yamada, Takako Hayashi, and Kayo Fujita are candidates for Independent Officers who are unlikely to have conflicts of interest with general shareholders prescribed by the Tokyo Stock Exchange, Inc.
4. The Company has concluded an agreement with Toshiro Maruyama, Koji Yamada, and Takako Hayashi to limit their liability for damages provided for in Article 423, paragraph 1 of the Companies Act. The Company plans to extend said agreement if their re-election is approved.

The liability for damages pursuant to said liability limitation agreement is limited in amount to the Minimum Liability Amount provided for in Article 425, paragraph 1 of the Companies Act. In addition, if the election of Kayo Fujita is approved, the Company plans to conclude a similar agreement with her.

Proposal No. 3: Election of One Director Who Is Audit and Supervisory Committee Member

Mr. Shinji Amako, currently serving as Audit and Supervisory Committee Member, will resign upon the conclusion of this General Meeting of Shareholders. Accordingly, the election of one Director who is Audit and Supervisory Committee Member (“Audit and Supervisory Committee Member” hereinafter; the same is applicable in the Proposal) as his substitute is proposed.

The term of office of Audit and Supervisory Committee Member elected at this General Meeting of Shareholders shall be up to the expiry of the term of office of retiring Director who is Audit and Supervisory Committee Member pursuant to the provisions of the Articles of Incorporation of the Company.

For the submission of this Proposal, the Audit and Supervisory Committee’s consent has been obtained. The candidate for Audit and Supervisory Committee Member is as follows.

Name	Positions and responsibilities	Attendance at the Board of Directors meetings
Masaki Nakatsu (New appointment)	Senior Operating Officer and Group General Manager of Perceived Quality Management Control Group	–

Name (Date of birth)	Career summary, positions and responsibilities	Number of shares of the Company held
Masaki Nakatsu (July 22, 1961) (New appointment)	April 1985 Joined the Company January 2009 General Manager of Tsukuba Plant February 2012 Overseas Production Project Manager September 2012 Seconded to Komori Machinery (Nantong) Co., Ltd. (General Manager) February 2017 Group General Manager of Technical Service Group April 2017 Operating Officer April 2021 Operating Officer and Deputy General Manager of Tsukuba Plant March 2023 Operating Officer and Group General Manager of Perceived Quality Management Control Group April 2023 Senior Operating Officer and Group General Manager of Perceived Quality Management Control Group (to present)	11,282 common shares

Reason for nomination as a candidate for Director who is Audit and Supervisory Committee Member:
 Mr. Masaki Nakatsu is thoroughly familiar with the production and quality control of the Company’s products, and has abundant experience and a wide range of insight centered around a global perspective and quality management as he has been engaged in the provision of technical support to overseas local subsidiaries and the management of overseas production bases. It is proposed that Mr. Nakatsu be elected to Director who is Audit and Supervisory Committee Member, having determined that he will be able to supervise the business operation of the Company, provide appropriate advice and execute audits from a fair and objective perspective to a greater degree as Audit and Supervisory Committee Member.

Notes:

- None of the candidates have any special interest in the Company, nor does the Company have any special interest in the candidate.
- The Company has concluded with an insurance company a directors and officers liability insurance contract that insures the Company’s Directors and covers damages that may arise in the event that the insured are held liable, or incur any claim made in pursuit of such liability, with regard to the performance of their duties. If elected as Audit and Supervisory Committee Member, Masaki Nakatsu will be covered by the liability insurance contract as the insured. The said contract is scheduled to be renewed in July 2026.
- If the election of Masaki Nakatsu is approved, the Company plans to conclude an agreement to limit his liability for damages provided for in Article 423, paragraph 1 of the Companies Act.
 The liability for damages pursuant to said liability limitation agreement is limited in amount to the Minimum Liability Amount provided for in Article 425, paragraph 1 of the Companies Act.

Proposal No. 4: Payment of Bonuses to Directors

In consideration of the operating results in the fiscal year ended March 31, 2026, it is proposed that 45,000,000 yen be paid in total as Directors' bonuses to the three Directors (excluding Director and Honorary Chairman, and Outside Directors) as at March 31, 2026. This Proposal conforms to the remuneration policy of the Board of Directors (as described in (3) Amount of remuneration, etc. of Directors and Corporate Auditors of 3. Company Officers, in the Business Report below), and thus is deemed appropriate.

Reference: The Company's management team after Proposal No. 2 and 3 are approved

		Expertise and Practical Experience										
Name		Outside	Experience in corporate management	Knowledge about the Company's business	Sales and Marketing	Manufacturing and Quality Control	R&D and Innovation	Finance	Environment and Society	Personnel and Human Resource Development	Legal Affairs and Compliance	Global
Inside Directors	Satoshi Mochida		●	●	●	●	●		●	●		●
	Koichi Matsuno			●	●	●	●	●	●		●	●
	Iwao Hashimoto			●		●		●	●	●	●	
	Akihiro Komori		●	●	●							●
Outside Directors	Toshiro Maruyama	●	●			●	●					
	Koji Yamada	●	●		●	●		●		●	●	●
	Takako Hayashi	●								●		●
	Kayo Fujita	●									●	
Audit and Supervisory	Masaki Nakatsu		●	●		●	●		●			●
	Masahiro Otsuka	●	●		●			●			●	●
	Rumi Yamaguchi	●						●	●		●	

* The above matrix is not an exhaustive list of Directors' and Audit and Supervisory Committee Members' areas of expertise.

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