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Securities Code: 6357

June 5, 2026

(Start date of measures for electronic provision: June 4, 2026)

To Shareholders,

Osamu Itagaki
President & CEO, Director, Executive Officer
Sansei Technologies, Inc.
4-3-29 Miyahara, Yodogawa-ku, Osaka City

Notice of the 76th Annual General Meeting of Shareholders

We would like to express our sincere gratitude for your continued support and patronage. You are cordially invited to attend the 76th Annual General Meeting of Shareholders of Sansei Technologies, Inc. (hereinafter, the “Company” or “we”). The meeting will be held as detailed below.

The Company has taken measures for electronic provision in convening the General Meeting of Shareholders and has posted the information subject to such measures on the following Internet website:

The Company’s website: (<https://www.sansei-technologies.com/calendar>)

Please access the website of the Company from the link shown above and select “IR INFO” and “Press Release” in turn to see the information.

The same information has been made available for inspection also on the following Internet website:

Website of the Tokyo Stock Exchange:

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>

Please access the website from the link shown above, enter the name of the Company or its securities code on the search screen, and then select “Basic Information” and “Posted Documents/PR Information” in turn to see the information.

Shareholders who do not attend the General Meeting of Shareholders in person can also exercise their voting rights in writing or via the Internet. Please read the following Materials for the General Meeting of Shareholders, and exercise your voting rights by 5:15 p.m., Japan Standard Time, on June 25, 2026 (Thursday), by following the instructions below.

Details

1. Date and Time: Friday, June 26, 2026, at 10 a.m., Japan Standard Time
2. Place: 5-5-15 Nishinakajima, Yodogawa-ku, Osaka City, Osaka
Les Lumières, 2nd floor, Shin Osaka Washington Hotel Plaza

3. Agenda of the Meeting:

- Matters to be reported
1. Report on the Business Report, the Consolidated Financial Statements, and the results of an audit on the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board for the 76th fiscal year ended March 31, 2026 (April 1, 2025–March 31, 2026)
 2. Report on the Non-consolidated Financial Statements for the 76th fiscal year ended March 31, 2026 (April 1, 2025–March 31, 2026)
- Proposals to be resolved
- Proposal No. 1: Appropriation of surplus
Proposal No. 2: Election of nine directors

4. Guide to Exercise of Voting Rights

- (1) Exercise of voting rights by paper ballot
Please indicate your vote for or against each of the proposals on the enclosed Voting Rights Exercise Form, and return the form so that it reaches us no later than 5:15 p.m., Japan Standard Time, on Thursday, June 25, 2026. If there is no indication of for or against a proposal on the Voting Rights Exercise Form, the shareholder will be deemed to have voted for the proposal.
- (2) Exercise of voting rights via the Internet
If you wish to exercise your voting rights via the Internet, please review the “Guidance for Exercise of Voting Rights via the Internet” on page 3, and complete the exercise of voting rights no later than 5:15 p.m., Japan Standard Time, on Thursday, June 25, 2026.
- (3) If you exercise your voting rights both by paper ballot and via the Internet, the Internet vote will be treated as the valid vote. If you exercise your voting rights multiple times via the Internet, the last vote you cast will be treated as the valid vote.

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1. If you plan to attend the meeting, please hand in the enclosed Voting Rights Exercise Form at the reception desk when you arrive the venue.
 2. The document sent to you also serves as a “document containing information subject to measures for electronic provision” delivered to you based on document delivery request. Pursuant to the provisions of applicable laws and regulations and the Articles of Incorporation of the Company, the matters listed below have been excluded. Please note also that documents subject to audit including the matters listed below have been audited by Audit & Supervisory Board Members and the accounting auditor.
 - “Matters concerning Stock Acquisition Rights of the Company” and “System to Ensure the Appropriateness of Business Operations and its Operational Status,” which should otherwise be included in the Business Report
 - Non-consolidated statements of changes in equity and notes to non-consolidated financial statements, which should otherwise be included as part of non-consolidated financial statements
 - Notes to consolidated financial statements, which should otherwise be included as part of consolidated financial statements
 - Accounting audit report on non-consolidated financial statements
 - Accounting audit report on consolidated financial statements
 3. If there is any change in information subject to measures for electronic provision, the revised information will be posted on each of the websites shown above.

[Guidance for Exercise of Voting Rights via the Internet]

If you plan to attend the meeting, please hand in the enclosed Voting Rights Exercise Form at the reception desk when you arrive the venue.

1. Website for exercise of voting rights

You can exercise your voting rights via the Internet only through the Company's designated voting website below:

Voting Website: <https://www.web54.net>

2. Method of exercise of voting rights

(1) PC users

Please access the address shown above and enter the "voting rights exercise code" and "password" printed on the enclosed Voting Rights Exercise Form. Then, follow the instructions and enter your vote for each proposal.

(2) Smartphone users

By scanning the "website for exercise of voting rights login QR code for smartphone users" printed on the enclosed Voting Rights Exercise Form, you can exercise your voting rights from the website for the exercise of voting rights for smartphone users without needing to enter the "voting rights exercise code" and "password." The use of this method is highly recommended.

However, if you wish to change your vote after exercising your voting rights once, you will need to scan the QR code again and to enter the "voting rights exercise code" and "password" printed on the enclosed Voting Rights Exercise Form.

*"QR Code" is a registered trademark of Denso Wave Incorporated.

3. Handling of exercise of voting rights

- (1) You will be able to exercise your voting rights until 5:15 p.m., Japan Standard Time, on Thursday, June 25, 2026. You are advised to exercise your voting rights at the earliest opportunity.
- (2) If you exercise your voting rights both by paper ballot and via the Internet, the Internet vote will be treated as the valid vote. If you exercise your voting rights multiple times via the Internet, the last vote you cast will be treated as the valid vote.
- (3) Fees for Internet providers and carriers (e.g., connection charges) associated with using the website for the exercise of voting rights are at your own expense.
- (4) The website for the exercise of voting rights may not always be available for use depending on the Internet environment while you are using a PC or a smartphone.


4. Handling of password and voting rights exercise code

- (1) The password is important information used to verify whether the person voting is a legitimate shareholder. Please handle it as carefully as you do your seals and PINs.
- (2) The password will be disabled when inputted incorrectly for a certain number of times. If you wish to have a new password issued, please follow the instructions on the screen.
- (3) The voting rights exercise code printed on the Voting Rights Exercise Form shall be valid only for this General Meeting of Shareholders.

5. Inquiries on operation method of personal computer and other devices

- (1) If you have any questions about how to operate a personal computer, mobile phone, or other device to exercise your voting rights on the Voting Website, please contact the following for assistance:

Hotline of Stock Transfer Agency Web Support, Sumitomo Mitsui Trust Bank, Limited

 0120-652-031 (Operating hours: 9:00 a.m. to 9:00 p.m., Japan Standard Time)


- (2) For any other inquiries, please contact the following for assistance:

A. Stockholder with an account with a securities company:

Please contact the securities company which you hold an account at.

B. Stockholder without an account with a securities company (stockholder with a special account):

Stock Transfer Agency Business Planning Dept., Sumitomo Mitsui Trust Bank, Limited

 0120-782-031 (Operating hours: 9:00 a.m. to 5:00 p.m., Japan Standard Time, except for weekends and holidays)

Business Report

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

1. Overview of the corporate group

(1) Business activities and performance

During the fiscal year ended March 31, 2026, while personal consumption in Japan remained robust on the back of the improving employment and income environment, the outlook for the future remained uncertain due to the impact of prolonged price increases on consumer sentiment and increased uncertainty surrounding U.S. trade policy, which led to a cautious stance on corporate earnings and capital investment. Overseas, while the U.S. economy remained robust, the recovery of the Chinese economy lagged behind, and the sense of economic stagnation persisted in Europe. Coupled with rising geopolitical risks, such as the escalating tensions in the Middle East, the year was marked by increased uncertainty in the global economy as a whole.

In such an environment, the Group worked to improve its business performance in each of its operating segments, which are Amusement Rides, Stage Equipment, and Elevators segments through efforts to streamline their operations further and increase competitiveness and aggressive sales activities.

The total amount of orders received during the fiscal year ended March 31, 2026 was 81,552 million yen (up 3.4% year on year). The breakdown by segment is as follows: Orders received by the Amusement Rides segment were 50,470 million yen (up 9.2% year on year) due to a surge in demand for large-scale projects. Orders received by the Stage Equipment segment were 23,556 million yen (down 1.7% year on year) as we captured demand for temporary stages and refurbishment work. Orders received by the Elevators segment were 7,524 million yen (down 12.9% year on year), which were mainly for installation in public facilities and apartment buildings.

As for net sales of the fiscal year ended March 31, 2026, total net sales were 73,070 million yen (up 18.1% year on year). The breakdown by segment is as follows: Net sales in the Amusement Rides segment were 46,572 million yen (up 30.1% year on year) as orders received for construction work both in Japan and overseas up to the previous fiscal year progressed steadily while demand for repair parts continued to be firm. Net sales in Stage Equipment segment were 18,582 million yen (up 0.9% year on year) as demand for temporary stages for concerts and events continued to be strong following the previous fiscal year while refurbishment work for permanent stage equipment progressed steadily. Net sales in the Elevators segment were 7,845 million yen (up 4.3%) as new construction and refurbishment work for public facilities and apartment buildings progressed steadily and the maintenance business also continued to be stable.

On the back of strong net sales, income also increased from the previous fiscal year as follows: Operating income was 6,570 million yen (up 37.0% year on year), ordinary income was 6,792 million yen (up 28.3% year on year), and net income attributable to owners of parent was 5,102 million yen (up 70.3% year on year).

(2) Capital investment and fund procurement

① Capital investment

Capital investment of 3,743 million yen was made during the fiscal year ended March 31, 2026, including investments in the construction of facilities related to a new plant at a subsidiary and a new office building, plant production facilities, and amusement facilities. Major investments were as shown below:

Buildings and structures: 1,306 million yen; construction in progress: 1,007 million yen; tools, equipment and fixtures: 797 million yen

② Fund procurement

The balance of loans payable at the end of the current fiscal year decreased by 1,188 million yen from the previous fiscal year to 15,558 million yen.

Main lenders

Lender	Loan balance
Sumitomo Mitsui Banking Corporation	11,458 million yen
Development Bank of Japan Inc.	3,000 million yen

(3) Assets and profit/loss status

Classification	73rd Fiscal Year	74th Fiscal Year	75th Fiscal Year	76th Fiscal Year (current fiscal year)
	April 1, 2022 to March 31, 2023	April 1, 2023 to March 31, 2024	April 1, 2024 to March 31, 2025	April 1, 2025 to March 31, 2026
Orders Received ^(Note) (in million yen)	60,697	60,486	78,841	81,552
Net sales (in million yen)	40,683	52,307	61,861	73,070
Net income attributable to shareholders of parent (in million yen)	1,704	2,071	2,995	5,102
Net income per share	91.89 yen	111.45 yen	160.45 yen	279.83 yen
Total assets (in million yen)	73,074	81,200	87,807	97,237
Net assets (in million yen)	36,037	41,991	45,323	51,562
Net assets per share	1,931.53 yen	2,225.17 yen	2,402.59 yen	2,821.00 yen

Note: The Company finalized the tentative accounting treatment of a business combination in the current fiscal year, and the finalized accounting treatment is reflected in the figures for the 75th fiscal year shown above.

(4) Significant subsidiaries

① Significant subsidiaries

Company Name	Capital Stock	Voting Right Holding Ratio	Major Businesses
Sansei Maintenance Co., Ltd. <WEST>	20 million yen	100 %	Installation, maintenance and repair service of elevators and other facilities (Note 1)
Sansei Maintenance Co., Ltd. <EAST>	10	100	Installation, maintenance and repair service of elevators and other facilities (Note 1)
Sun Ace Co., Ltd.	10	100	Operation and management of amusement facilities
Sansei Facilities Co., Ltd.	10	100	Property management service and logistics operations
TELMIC Corp.	23 (Note 2)	100	Production, installation, and operation of illuminative and mechanical equipment for concerts, TV programs, etc.
Sansei Technologies, Inc.	29.4 million US dollars (Note 2)	100	A holding company in the U.S.
S&S Worldwide, Inc.	15.8 million US dollars (Note 2)	Indirect 100	Design, production, installation and sale of amusement machines
Vekoma Rides B.V.	3.3 million Euro	100	Design, production, installation and sale of amusement machines
Laird Holdings Inc.	1.8 million Canadian dollars	76.47	A holding company in Canada
FORREC Ltd.	0.0 million Canadian dollars	Indirect 76.47	Proposing concepts and providing design to theme parks and other facilities

(Note 1) Sansei Maintenance Co., Ltd. <WEST> provides services in western Japan. Sansei Maintenance Co., Ltd. <EAST> provides services in eastern Japan.

(Note 2) The amount of capital surplus is included in the amount of capital stock.

② Status of special wholly-owned subsidiaries as of the closing date of the fiscal year

There is no relevant information.

(5) Issued to be overcome

The Japanese economy is expected to continue to recover at a moderate pace due to the increase in inbound demand, recovery in personal consumption on the back of the improving employment and income environment, and robust corporate appetite for investment in labor-saving, digital transformation, and capacity enhancement. On the other hand, concerns remain regarding downside risks to the economy due to soaring energy prices on the back of the escalating tensions and prolonged conflict in the Middle East and changes in the financial and capital markets. Consequently, the future course of the Japanese economy is expected to remain uncertain for some time.

In such an environment, the Company will promote coordination with its group companies around the world in order to cope with any major changes in the global economy. The Company will also work to capture growing demand both in Japan and overseas to achieve further growth in each business segment while actively working to develop new business fields. In addition, we will focus on addressing our management issues of strengthening management foundation and sustainability initiatives in order to support these efforts and work to achieve sustainable growth and corporate value enhancement over the medium to long term.

① Combine group strength to implement growth strategies in each business segment

We will further improve communication with our customers and focus on product development and proposal activities to respond effectively to changes in customer needs by leveraging our group strengths.

In the Amusement Rides segment, we, as a global amusement ride enterprise group, will further promote coordination with S&S, Vekoma, and FORREC, particularly in the areas of development, sales, and operation, to strengthen our international business competitiveness through intra-group collaboration and to secure more orders by mainly targeting the fast-growing Asian market and the stable European market as well as the largest U.S. market. At the same time, we will improve our product lineup and develop new products across the entire group in order to meet customer needs.

In the Stage Equipment segment, we, as an enterprise group that supports entertainment, will continue to secure new projects and steadily capture the demand for refurbishment work. In the area of temporary stage equipment, TELMIC will respond to the increasing demand for such equipment used in large concerts and events, which are expected to increase going forward, while promoting business development in new fields as well as in the fields related to video production as part of efforts to expand business domains.

The Elevators Business is characterized as a business that generates stable revenue. In this business, we will continue to work to enhance the maintenance and refurbishment business in addition to capturing demand for new installation. We will also take measures to further improve safety while working to achieve steady business expansion.

- ② Consider entering new business domains and creating revenue sources that will be our new pillars

We will continue to actively consider entering new business domains through inorganic measures, such as strategic business alliances and M&As, for the purpose of creating revenue sources that are less susceptible to fluctuations in the economic and social environment while improving the profitability of existing businesses.

- ③ Strengthen business bases and promote sustainability initiatives

We will work to strengthen product development capabilities and improve profitability by promoting collaboration with domestic and overseas group companies in the pursuit of group-wide optimization. In addition, we will drive productivity gains and further elevate our commitment to safe and secure manufacturing by leveraging generative AI and automation technology, as well as upgrading our core production management systems and investing to boost capacity.

Furthermore, we will continue to work together as a group to strengthen cybersecurity.

Our sustainability efforts are based on the basic policy of “providing smiles, excitement, and a safe and comfortable life to customers around the world, thereby contributing to sustainable development and resolution of social issues and improving our corporate value in the medium to long term.” Based on this policy, we will promote ESG-conscious business activities, invest in human resources, such as through human resource development and improving the working environment, while promoting environmentally friendly manufacturing and product development and working to reduce CO2 emissions.

(6) Major businesses

Businesses Segment	Major Products
Amusement Rides Business	Production and sale of roller coasters, sky towers, wonder wheels, rafting rides, etc., and proposing concepts and providing design to theme parks and other facilities
Stage Equipment Business	Production and sale of stage facilities, suspended facilities, sound equipment, lighting equipment, etc. Production, installation and operation of illuminative and mechanical equipment for TV programs, concerts, stages, events, etc.
Elevators Business	Production and sale of elevators, facilities and special mechanisms
Maintenance & Repair Business	Maintenance and repair of products sold by the above-mentioned business departments
Real Estate Lease Business	Leasing and management of real estate and parking lots
Leisure & Service Business	Operation and management of amusement facilities installed in amusement parks in Japan

(7) Major offices and plants

	Name	Address
Sansei Technologies, Inc.	Osaka Head Office	Osaka, Osaka Prefecture
	Kobe Plant	Kobe, Hyogo Prefecture
	Tokyo Branch and five other offices	Shinjuku, Tokyo and others
Sansei Maintenance Co., Ltd.<WEST>		Osaka, Osaka Prefecture
Sansei Maintenance Co., Ltd.<EAST>		Shinjuku, Tokyo
Sun Ace Co., Ltd.		Osaka, Osaka Prefecture
Sansei Facilities Co., Ltd.		Osaka, Osaka Prefecture
TELMIC Corp.		Taito, Tokyo
Sansei Technologies, Inc.		California, U.S.A.
S&S Worldwide, Inc.		Utah, U.S.A.
Vekoma Rides B.V.		Limburg, Netherlands
FORREC Ltd.		Province of Ontario, Canada

(8) Employees (as of March 31, 2026)

① Employees in the corporate group

Number	Change from the end of the previous year	Average age	Average service years
1,405 employees	+23	41.8	12.8 years

② Employees in the Company

Number	Change from the end of the previous year	Average age	Average service years
332 employees	+3	43.7	16.1 years

2. Matters concerning the Company's ownership

(1) State of shares

- | | |
|---|------------|
| ① Total number of authorized shares | 39,000,000 |
| ② Total number of shares outstanding | 19,332,057 |
| ③ Number of shareholders at the end of current term | 5,661 |
| ④ Large shareholders | |

Name of shareholders	Number of shares held (Unit: thousand)	Shareholding ratio (%)
Maruichi Steel Tube Ltd.	1,674	9.20
Keihanshin Building Co., Ltd.	828	4.55
Sumitomo Mitsui Banking Corporation	805	4.43
San ju San Bank, Ltd.	805	4.43
Torishima Pump Mfg. Co., Ltd.	801	4.40
Sumitomo Mitsui Finance and Leasing Co., Ltd.	693	3.81
Sumitomo Mitsui Card Co., Ltd.	692	3.80
Shingo Toriumi	552	3.04
The Master Trust Bank of Japan, Ltd. (Trust Account)	528	2.90
Yuji Toriumi	412	2.26

(Note) Although the Company has 1,152,841 treasury shares, the Company is not included among the above-mentioned large shareholders. The above shareholding ratios are calculated by excluding treasury shares.

- ⑤ Shares delivered to officers of the Company as compensation for the execution of their duties during the current fiscal year

The Company has introduced a restricted stock compensation plan for the purpose of providing the directors of the Company other than external directors with incentives to achieve sustainable enhancement of corporate value of the Company and promoting further value-sharing with its shareholders.

During the fiscal year ended March 31, 2026, the Company delivered a total of 19,822 shares to six directors (excluding external directors).

- ⑥ Other important matters concerning shares

As part of its flexible capital policy and in order to enhance shareholder returns, the Company purchased 585,500 shares of its own stock (representing 3.02% of the total outstanding shares) for a total of 799,872,400 yen between May 12 and June 17, 2025, based on a resolution passed at the Board of Directors meeting held on May 9, 2025, pursuant to the provisions of its Articles of Incorporation under Article 165, paragraph 2 of the Companies Act.

(2) Directors and Audit & Supervisory Board Members (as of March 31, 2026)

Position	Name	Duties and important concurrent positions
Chairman and Representative Director	Noboru Rachi	
President & CEO, Representative Director, Executive Officer	Osamu Itagaki	CEO
Executive Vice President, Director, Executive Officer	Shinji Ono	Officer in Charge of Planning
Director and Managing Executive Officer	Yukio Noguchi	General Manager of Stage Equipment Business Division, and Officer in Charge of New Technologies & Business Development
Director and Managing Executive Officer	Takeshi Nakatsuji	General Manager of Elevators Business Division and General Manager of Production Division in a special mission role
Director	William Ireton	Representative Director, Ireton Entertainment Inc. External Director, Tohokushinsha Film Corporation
Director	Yoshiko Ando	External Director, Kirin Holdings Co., Ltd. External Director, JFE Holdings, Inc.
Director	Isamu Kawashima	External Director, Japan Pure Chemical Co., Ltd. External Director (Audit and Supervisory Committee Member), AGC Inc.
Audit & Supervisory Board Member (full-time)	Takayoshi Fujiwara	
Audit & Supervisory Board Member	Hitoshi Shimizu	
Audit & Supervisory Board Member	Ryo Kawakami	Legal Professional Corporation Osaka Nishi Sogo Law Office), Representative Partner NTN Corporation, External Director (Nomination Committee Member and Audit Committee Member)

- Notes: 1. Directors William Ireton, Yoshiko Ando, and Isamu Kawashima are external directors, as defined in Item (xv) of Article 2 of the Companies Act.
2. The Company has not made any important transactions, nor does it have any relationship with the corporations at which Mr. William Ireton, Ms. Yoshiko Ando, and Mr. Isamu Kawashima, who are directors of the Company, have concurrent positions.
3. Audit & Supervisory Board Members Hitoshi Shimizu, Eiji Ichinose, and Ryo Kawakami are External Audit & Supervisory Board Members as specified in Item (xvi) of Article 2 of the Companies Act.
4. The Company has not made any important transactions, nor does it have any relationship, with the corporations at which Mr. Eiji Ichinose and Mr. Ryo Kawakami, who are Audit & Supervisory Board Members of the Company, have concurrent positions.
5. External Directors William Ireton, Yoshiko Ando, and Isamu Kawashima are independent officers as stipulated in the rules of the Tokyo Stock Exchange.
6. Audit & Supervisory Board Members Hitoshi Shimizu, Eiji Ichinose, and Ryo Kawakami are independent officers as stipulated in the rules of the Tokyo Stock Exchange.
7. Audit & Supervisory Board Member Takayoshi Fujiwara has been engaged in the management of order budget and results, manufacturing costs, etc., for many years at the Company, and therefore has considerable knowledge of finance and accounting.
8. There were following changes in directors during the fiscal year ended March 31, 2026:
At the 75th Annual General Meeting of Shareholders held on June 27, 2025, Mr. Takeshi Nakatsuji was newly elected as directors and assumed office. At the same meeting, Mr. Kazuya Miyazaki resigned as a director.
9. There were following changes in Audit & Supervisory Board Members during the fiscal year ended March 31, 2026:
At the 75th Annual General Meeting of Shareholders held on June 27, 2025, Mr. Tsuyoshi Ikeguchi resigned as an Audit & Supervisory Board Member. At the same meeting, Mr. Ryo Kawakami was newly elected as an Audit & Supervisory Board Member and assumed office.

10. After the last day of the fiscal year ended March 31, 2026, there have been the following changes in the positions and duties and important concurrent positions of Directors:

Name	Positions and duties and important concurrent positions		Effective date of change
	Before the change	After the change	
Takeshi Nakatsuji	Director and Managing Executive Officer General Manager of Elevators Business Division and General Manager of Production Division in a special mission role	Director and Managing Executive Officer General Manager of Production Division	April 1, 2026

(3) Compensation, etc. of directors and Audit & Supervisory Board Members for the fiscal year under review

① Policy on the determination of compensation of individual directors

The Board of Directors of the Company approved the following Policy on the Determination of Compensation of Individual Directors (hereinafter, the “Determination Policy”) at its meeting held on May 9, 2025 based on the advice of the Compensation Committee, which is established as a voluntary advisory committee.

A Basic policy

The compensation of directors shall consist of “monthly basic compensation” as fixed compensation, “bonuses” as performance-based compensation, and “restricted stock” as non-monetary compensation. The compensation of directors and Audit & Supervisory Board Members shall be determined within the upper limit approved by the General Meeting of Shareholders. The Company’s basic policy on compensation is to have a compensation system designed to meet the mandate of shareholders by motivating officers to improve business performance and contributing to the medium- to long-term enhancement of corporate value.

B Determination Policy of the method of calculating fixed compensation

The amount of monthly basic compensation, which is fixed compensation, of individual directors shall be the amount appropriate for the position and duties of each director, and shall be determined in consideration of the compensation data of other companies supplied by external research organizations and the salary levels of employees of the Company. The monthly basic compensation shall be paid on the same day as the salary payment date of employees.

C Determination Policy of performance-based compensation, performance indicators, etc.

Bonuses, which are performance-based compensation, shall be determined based on the actual results of consolidated ordinary income and its margin, the amount of orders received, etc., which reflect the results of business performance and sales activities of the Company, and in comprehensive consideration of the progress of the medium-term management plan, actual results that contribute to the enhancement of corporate value, etc., and shall be provided to directors at a fixed time every year.

D Determination policy of non-monetary compensation

Restricted stock, which is non-monetary compensation, shall be granted to individual directors in accordance with their positions and duties at a fixed time every year for the purpose of providing them with incentives to achieve sustainable enhancement of corporate value of the Company and promoting further value-sharing with its shareholders.

E Determination policy of the relative composition of fixed compensation,

performance-based compensation, and non-monetary compensation

The relative composition of monthly basic salary, bonuses, and restricted stock shall be deliberated on and advised to the Board of Directors by the Compensation Committee based on the basic policy in such a manner that the percentage of performance-based compensation (bonuses) is higher for directors whose position is higher. Specific compensation of individual directors shall be determined based on and within the limit of the advice of the Compensation Committee.

- F Matters concerning the method of determination of compensation of individual directors and the delegation of determination

Individual allocations of monthly basic compensation, bonuses, and restricted stock to each director are deliberated by the Compensation Committee regarding individual allocation policies and then recommended to the Board of Directors. Based on these recommendations and in accordance with the basic policy, the President and Representative Director, authorized by the Board of Directors, determines the specific amounts.

- G Other important matters

The compensation of external directors shall consist only of monthly basic salary as fixed compensation from the viewpoint of emphasizing their independence in light of their responsibilities.

② Resolutions of the General Meeting of Shareholders on the compensation, etc. of directors and Audit & Supervisory Board Members

The 75th Ordinary General Meeting of Shareholders held on June 27, 2025 resolved that the maximum monetary compensation amount for directors should not exceed 370 million yen a year (up to 70 million yen a year for external directors, and the limit for internal directors does not include their salaries as employees of the Company). Separately from the monetary compensation, the 75th Ordinary General Meeting of Shareholders held on June 27, 2025 resolved that the amount of monetary compensation claims for granting restricted stock should not exceed 50 million yen a year, and the total number of shares to be granted should not exceed 70,000 a year (external directors are not entitled to such compensation). The number of directors who were incumbent was nine (including three external directors) as of the close of that Ordinary General Meeting.

The 75th Ordinary General Meeting of Shareholders held on June 27, 2025 resolved that the maximum compensation amount for Audit & Supervisory Board Members should not exceed 60 million yen a year. The number of Audit & Supervisory Board Members who were incumbent was four (including three external Audit & Supervisory Board Members) as of the close of that Ordinary General Meeting.

③ Matters concerning delegation of the determination of compensation of individual directors

In the fiscal year under review, it was resolved at the meeting of the Board of Directors held on June 27, 2025 that the determination of specific amounts of compensation of individual directors should be delegated to President & CEO, Representative Director Osamu Itagaki. he was delegated to the authorities to determine, for each director, the amounts of monthly basic compensation and monetary compensation claims for granting restricted stock and to evaluate and allocate bonuses to each director. The reason for the delegation of these authorities is that the President & CEO, Representative Director, is best suited to evaluate each director's performance and contribution to corporate value, while taking into consideration the financial performance of the whole

Company from a high-level perspective.

To ensure that the delegated authorities are exercised properly, the Board of Directors is required to submit a draft to the Compensation Committee for consultation and the Compensation Committee shall submit its report on the matters consulted to the Board of Directors. As the compensation of individual directors has been determined in accordance with this procedure, the Board of Directors has determined that the contents of the compensation are in line with the determination policy.

④ Amount of compensation, etc. for directors and Audit & Supervisory Board Members

Officer category	Total amount of compensation (1,000 yen)	Total amount of compensation by type (1,000 yen)			Number of officers who receive compensation
		Basic compensation	Non-monetary compensation	Performance-based compensation	
Directors (of which, External Directors)	329,649 (38,700)	175,770 (38,700)	22,879 (-)	131,000 (-)	10 (3)
Audit & Supervisory Board Members (of which, External Audit & Supervisory Board Members)	42,780 (23,580)	42,780 (23,580)	-	-	5 (4)

- Notes: 1. The payment amount for directors does not include the employee's salary for director cum employee.
2. Non-monetary compensation consists of restricted stock determined in accordance with the policy described in ①D above, and the figures in the table represent the expenses recognized during the fiscal year under review.
3. For the determination of the amount of performance-based compensation, the Company has selected consolidated ordinary income and its margin, the amount of orders received, etc., as indicators that accurately indicate the financial performance and results of business activities of the Company for the current fiscal year. Based on these indicators, the Company determines the amount of such compensation in consideration of each director's contribution to financial performance, the progress of the medium-term management plan, and the enhancement of corporate value. The actual results of these performance indicators and their changes are as disclosed in "1. (1) Business activities and performance, (3) Assets and profit/loss status."

(4) External officers

① Main activities of external directors in the fiscal year under review, and summary of duties performed in relation to the expected roles of the external directors

Name	Main activities, etc.
William Ireton	He attended all 13 meetings of the Board of Directors held during the current fiscal year. He provided appropriate opinions and advice drawing on his abundant global experience and excellent insight as a corporate executive, and otherwise played an adequate role in supervising business execution. In addition, he serves as the chairperson of the Compensation Committee, which is a voluntary advisory body to the Board of Directors.
Yoshiko Ando	She attended all 13 meetings of the Board of Directors held during the current fiscal year. She expressed her opinions as appropriate from a broad perspective including personnel and labor affairs and organizational operation, drawing on her plentiful insight in a wide range of employment and labor fields, and otherwise contributed to appropriate decision making. In addition, she serves as the chairperson of the Nomination Committee, which is a voluntary advisory body to the Board of Directors.
Isamu Kawashima	He attended all 13 meetings of the Board of Directors held during the current fiscal year. He offered opinions and advice on corporate management in general from the perspective of global management, drawing on his ample experience and broad insight in accounting finance, and otherwise contributed to appropriate decision making. In addition, he serves as a member of the Compensation Committee and the Nomination Committee, which are voluntary advisory bodies to the Board of Directors.

② Main activities of external Audit & Supervisory Board Members in the fiscal year under review

Name	Main activities
Hitoshi Shimizu	He attended all 13 meetings of the Board of Directors and all 14 meetings of the Audit & Supervisory Board held during the current fiscal year and expressed his opinions based on his plentiful insight developed mainly as a representative of an architectural design office.
Eiji Ichinose	He attended all 13 meetings of the Board of Directors and all 14 meetings of the Audit & Supervisory Board held during the current fiscal year and expressed his opinions on finance, accounting, and tax issues in general.
Ryo Kawakami	He attended all 10 meetings of the Board of Directors and all 10 meetings of the Audit & Supervisory Board held since his assumption of office and expressed his opinions based on his expertise as an attorney.

(5) Outline of the liability limiting agreement

The Company has liability limitation agreements with the three External Directors and the three External Audit & Supervisory Board Members that limit their liabilities for compensation under Article 423 (1) of the Companies Act to the minimum amount stipulated in Article 425 (1) of the same Act provided that they perform their duties in good faith free of material negligence.

(6) Outline of officers' liability insurance contract

The Company has entered into an officers' liability insurance contract, which is prescribed in paragraph 1 of Article 430-3 of the Companies Act, with an insurance company to compensate insured persons for any damage they may incur when a claim for damages is made against them by a third party, etc., including damages and litigation cost.

The insured persons of this officers' liability insurance contract are the main executives, including directors, Audit & Supervisory Board Members, and executive officers, of the Company and its domestic and overseas consolidated subsidiaries. The insurance premiums for all insured persons are borne by the Company.

However, there is an exemption from liability clause in the insurance contract that exempts the insurance company from its obligation to compensate for damage if, for example, the damage has arisen from an insured person's act of obtaining profit or convenience illegally or an act undertaken by an insured person while knowing that it is against laws and regulations.

(7) Accounting auditor

① Name: Ernst & Young ShinNihon LLC

② Amount of compensation for the accounting auditor for the business term under review

① Compensation owed by the Company to the accounting auditors as consideration for services stipulated in Article 2.1 of the Certified Public Accountants Act (Audit and attestation services)	39,300 thousand yen
② Compensation owed by the Company to the accounting auditors as consideration for other services than those stipulated in Article 2.1 of the Certified Public Accountants Act	- thousand yen
Total amount of cash and other property benefits paid or payable to the accounting auditor by the Company and its subsidiaries	39,300 thousand yen

Notes: 1. Based on the "operational guidelines concerning cooperation with the accounting auditor" issued by the Japan Audit & Supervisory Board Members Association, the Audit & Supervisory Board checked the audit hours by audit item, changes of audit fees and audit plans and actual audit results in the past years, and examined the appropriateness of the audit hours and audit fees for the business term under review. As a result, the Audit & Supervisory Board approved the accounting auditor's fee, etc. as specified in paragraph 1 of Article 399 of the Companies Act.

2. In the audit agreement concluded between the Company and the accounting auditor, the fee for audit under the Companies Act and the fee for audit under the Financial Instruments and Exchange Act are not separated from each other and such fees cannot be separated in effect. Therefore, the total of these fees is stated as the amount of compensation, etc.

3. The financial statements of significant subsidiaries of the Company have been audited (limited to audits required by the provisions of the Companies Act or the Financial Instruments and Exchange Act (including equivalent foreign laws and regulations)) by certified public accountants or audit corporations (including persons with equivalent qualifications accredited in foreign states) other than the accounting auditor of the Company.

③ Policy concerning decision on dismissal or non-reappointment of the accounting auditor

If the accounting auditor falls under any of the subparagraphs of paragraph 1 of Article 340 of the Companies Act and it is found reasonable to dismiss the accounting auditor, the Audit & Supervisory Board will dismiss the accounting auditor.

If it is found appropriate or reasonable to dismiss or not to reappoint the accounting auditor in accordance with the standards of appointment and evaluation of accounting auditor which are established by the Audit & Supervisory Board, the Audit & Supervisory Board will decide on the particulars of a proposal on dismissal or non-reappointment of the accounting auditor.

3. Basic policy regarding control of the company

At the closing of the 66th General Meeting of Shareholders held on June 29, 2016, the term of the Company's Response Policy for Large-Scale Purchase expired, and the Company determined not to continue the Policy on and after that day because the business conditions for the Group had changed since the time when the Policy was first introduced and regulations concerning large-scale purchase of shares had been established under the Financial Instruments and Exchange Act. However, if any party attempts a large-scale purchase of Company shares, the Company will endeavor to collect and disclose necessary information so that shareholders can make an informed decision on whether to accept the offer and will take appropriate measures to the extent allowed under the relevant laws and the Articles of Incorporation of the Company, from the viewpoint of protecting the corporate value of the Company and common interests of shareholders.

Consolidated Balance Sheet

(As of March 31, 2026)

(in thousand yen)

Account	Amount	Account	Amount
ASSETS		LIABILITIES	
Current assets	61,132,398	Current liabilities	30,692,201
Cash and deposits	28,243,012	Notes and accounts payable - trade	5,616,430
Notes and accounts receivable— trade, and contract assets	23,956,050	Short-term loans payable	3,969,659
Electronically recorded monetary claims - operating	293,312	Current portion of long-term loans payable	1,195,662
Work in process	2,314,267	Income taxes payable	1,869,672
Raw materials and supplies	5,137,239	Accrued consumption taxes	390,659
Other	2,254,149	Contract liabilities	12,019,503
Allowance for doubtful accounts	-1,065,634	Provision for bonuses	696,877
Non-current assets	36,105,217	Provision for directors' bonuses	15,166
Property, plant and equipment	16,727,652	Provision for loss on construction contracts	888,785
Buildings and structures	6,976,419	Other	4,029,784
Machinery, equipment and vehicles	1,177,046	Non-current liabilities	14,982,798
Land	4,486,085	Long-term loans payable	10,393,493
Construction in progress	2,362,925	Deferred tax liabilities	1,928,939
Other	1,725,175	Net defined benefit liability	2,182,143
Intangible non-current assets	8,189,050	Other	478,221
Goodwill	6,983,351	Total liabilities	45,675,000
Other	1,205,698	NET ASSETS	
Investments and other assets	11,188,515	Shareholders' equity	38,237,288
Investment securities	8,790,661	Capital stocks	3,251,279
Long-term loans receivable	15,244	Capital surplus	2,484,088
Deferred tax assets	1,294,346	Retained earnings	33,561,934
Other	1,792,231	Treasury shares	-1,060,013
Allowance for doubtful accounts	-703,967	Accumulated other comprehensive income	13,046,311
		Valuation difference on available- for-sale securities	3,974,894
		Deferred gains or losses on hedges	1,810
		Foreign currency translation adjustment	8,963,615
		Remeasurements of defined benefit plans	105,990
		Stock acquisition rights	140,903
		Non-controlling interests	138,112
		Total net assets	51,562,615
Total assets	97,237,616	Total liabilities and net assets	97,237,616

(Any fractional amounts less than 1,000 yen are rounded down.)

Consolidated Statement of Income

(April 1, 2025 to March 31, 2026)

(in thousand yen)

Account	Amount	
Net sales		73,070,133
Cost of sales		50,948,527
Gross profit		22,121,605
Selling, general and administrative expenses		15,551,281
Operating income		6,570,323
Non-operating income		
Interest income	323,402	
Dividend income	229,292	
Dividend income of insurance	28,002	
Subsidy income	33	
Rent income	42,259	
Other	33,763	656,752
Non-operating expenses		
Interest expenses	344,366	
Commission expenses	23,291	
Foreign exchange losses	28,888	
Other	38,473	435,019
Ordinary income		6,792,056
Extraordinary income		
Gain on sale of non-current assets	11,154	
Gain on sale of investment securities	2,181,328	2,192,482
Extraordinary loss		
Loss on abandonment of non-current assets	65,777	
Impairment losses	1,026,635	1,092,413
Income before income taxes		7,892,125
Income taxes - current	3,093,794	
Income taxes - deferred	-190,332	2,903,461
Net Income		4,988,663
Net loss attributable to non-controlling interests		-113,534
Net income attributable to owners of parent		5,102,198

(Any fractional amounts less than 1,000 yen are rounded down.)

Consolidated Statement of Changes in Equity

(April 1, 2025 to March 31, 2026)

(in thousand yen)

	Shareholders' equity				
	Capital stocks	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Year-beginning balance	3,251,279	2,457,011	29,580,386	-314,464	34,974,213
Changes of items during the year					
Dividends of surplus			-1,120,650		-1,120,650
Net income attributable to owners of parent			5,102,198		5,102,198
Purchase of treasury shares				-800,483	-800,483
Disposal of treasury shares		27,076		54,934	82,010
Net changes of items other than shareholders' equity					
Total changes of items during the year	-	27,076	3,981,548	-745,549	3,263,075
Year-end balance	3,251,279	2,484,088	33,561,934	-1,060,013	38,237,288

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Accumulated other comprehensive income			
Year-beginning balance	3,392,639	32,353	6,294,849	223,638	9,943,480	164,267	241,696	45,323,658
Changes of items during the year								
Dividends of surplus								-1,120,650
Net income attributable to owners of parent								5,102,198
Purchase of treasury shares								-800,483
Disposal of treasury shares								82,010
Net changes of items other than shareholders' equity	582,255	-30,543	2,668,765	-117,647	3,102,830	-23,363	-103,584	2,975,882
Total changes of items during the year	582,255	-30,543	2,668,765	-117,647	3,102,830	-23,363	-103,584	6,238,957
Year-end balance	3,974,894	1,810	8,963,615	105,990	13,046,311	140,903	138,112	51,562,615

(Any fractional amounts less than 1,000 yen are rounded down.)

Non-Consolidated Balance Sheet

(As of March 31, 2026)

(in thousand yen)

Account	Amount	Account	Amount
ASSETS		LIABILITIES	
Current assets	18,837,535	Current liabilities	10,843,875
Cash and deposits	5,824,659	Notes and accounts payable—trade	3,290,455
Notes and accounts receivable— trade, and contract assets	11,295,110	Short-term loans payable	2,500,000
Electronically recorded monetary claims - operating	140,304	Current portion of long-term loans payable	1,000,000
Work in process	264,751	Income taxes payable	1,367,800
Raw materials and supplies	795,324	Accrued expenses	291,203
Other	517,383	Contract liabilities	1,672,667
Non-current assets	39,380,493	Provision for bonuses	232,473
Property, plant and equipment	5,158,381	Provision for loss on construction contracts	278,284
Buildings	1,803,980	Other	210,990
Structures	7,197	Non-current liabilities	12,207,185
Machines and equipment	128,386	Long-term loans payable	10,100,000
Vehicles	0	Provision for retirement benefits	895,336
Tools, furniture and fixtures	242,839	Deferred tax liabilities	1,190,440
Land	2,433,792	Other	21,408
Construction in progress	532,630	Total liabilities	23,051,061
Other	9,555	NET ASSETS	
Intangible non-current assets	394,779	Shareholders' equity	31,049,377
Software	350,858	Capital stocks	3,251,279
Telephone subscription rights	9,679	Capital surplus	3,204,828
Other	34,241	Legal capital surplus	2,989,057
Investments and other assets	33,827,332	Total other capital surplus	215,771
Investment securities	8,787,902	Retained earnings	25,388,266
Stocks of subsidiaries and affiliates	24,634,724	Legal retained earnings	434,000
Guarantee deposits	160,806	Other retained earnings	24,954,266
Business insurance	99,704	Reserve for advanced depreciation of non- current assets	278,850
Other	144,194	General reserve	9,320,000
		Retained earnings brought forward	15,355,415
		Treasury shares	-794,996
		Valuation and translation adjustments	3,976,686
		Valuation difference on available-for-sale securities	3,974,894
		Deferred gains or losses on hedges	1,791
		Stock acquisition rights	140,903
Total assets	58,218,029	Total net assets	35,166,967
		Total liabilities and net assets	58,218,029

(Any fractional amounts less than 1,000 yen are rounded down.)

Non-Consolidated Statement of Income

(April 1, 2025 to March 31, 2026)

(in thousand yen)

Account	Amount	
Net sales		23,974,285
Cost of sales		18,129,581
Gross profit		5,844,703
Selling, general and administrative expenses		2,912,152
Operating income		2,932,550
Non-operating income		
Interest income	8,230	
Dividend income	2,272,018	
Foreign exchange gains	10,118	
Other	38,569	2,328,938
Non-operating expenses		
Interest expenses	187,490	
Commission expenses	23,291	
Other	12,029	222,810
Ordinary income		5,038,677
Extraordinary income		
Gain on sale of investment securities	2,181,328	2,181,328
Extraordinary loss		
Loss on abandonment of non-current assets	15,554	
Loss on valuation of shares of subsidiaries and associates	1,939,753	1,955,308
Income before income taxes		5,264,697
Income taxes - current	1,573,000	
Income taxes - deferred	38,213	1,611,213
Net income		3,653,484

(Any fractional amounts less than 1,000 yen are rounded down.)

Audit Report by the Audit & Supervisory Board

Audit Report by the Audit & Supervisory Board

The Audit & Supervisory Board of the Company presents this Audit Report as the unanimous opinion of all Audit & Supervisory Board Members of the Company, prepared based on reports prepared by individual Audit & Supervisory Board Members regarding auditing of the business execution of directors during the 76th fiscal year of the Company from April 1, 2025 to March 31, 2026, as follows:

1. Auditing techniques used by the Audit & Supervisory Board and its members and audited items
 - (1) The Audit & Supervisory Board defined the audit policies and division of duties among the Audit & Supervisory Board Members, received reports from individual Audit & Supervisory Board Members regarding the progress and results of their audits. The Audit & Supervisory Board also received reports from directors and other officers and independent accounting auditors regarding the progress of the execution of their respective duties and requested explanations from them as needed.
 - (2) Individual Audit & Supervisory Board Members conducted their audits, in accordance with the audit standards for Audit & Supervisory Board Members established by the Audit & Supervisory Board, following the audit policies and the division of duties among the Audit & Supervisory Board Members, maintaining close communication with directors, the Legal & Internal Audit Office and employees, collecting necessary information and by establishing an appropriate environment for auditing, by using the following audit techniques:
 - (i) The Audit & Supervisory Board Members attended meetings of the Board of Directors and other important meetings, received reports from directors, employees and other related parties regarding the execution of their duties and requested explanations from them as needed. They also inspected important managerial approval documents and operations and the status of properties at the head office and major business offices. The Audit & Supervisory Board Members also communicated and exchanged information with directors and Audit & Supervisory Board Members of subsidiaries and received business reports from subsidiaries as needed.
 - (ii) With respect to the systems stipulated in Article 100 (1) and (3) of the Ordinance for Enforcement of the Companies Act to ensure the appropriateness of the business operations of a corporate group comprising a parent and its subsidiaries, including a system to ensure compliance of the duties performed by directors and reported in business reports with the applicable laws and the Articles of Incorporation of the Company (“internal control system”), the Audit & Supervisory Board Members received reports from directors, employees and other related parties, asked for explanations and expressed opinions as needed, regarding the resolutions adopted by the Board of Directors on the establishment of such system, the system established in accordance with the resolutions, and the status of improvement and operation of the system. Regarding internal control related to the financial report of the Company, the Audit & Supervisory Board Members received reports from directors and other related parties and Ernst & Young ShinNihon LLC regarding the assessment and audit of such internal control, and requested explanations from them as needed.
 - (iii) The Audit & Supervisory Board Members monitored and examined whether the independent accounting auditors maintained independence and conducted fair audits, received reports from the independent accounting auditors about their execution of duties and requested explanations from them as needed. The Audit & Supervisory Board Members received a notice from the independent accounting auditors that the independent accounting auditors had a “system that guarantees the fair execution of duties” in place (items stipulated under Article 131 of the Corporate Accounting Rules) in accordance with the Quality Control Standards for Audit and other regulations, and requested explanations from them as needed.

By using the techniques and methods referred to above, the Audit & Supervisory Board Members examined the business report of the Company for the fiscal year ended March 31, 2026 and supplementary schedules thereto, financial statements (balance sheet, statement of income, statement of change in equity and notes to financial statements) for the same fiscal year and supplementary schedules thereto, and consolidated financial statements (consolidated balance sheet, consolidated state of income, consolidated statement of change in equity and notes to consolidated financial statements) for the same fiscal year.

2. Result of the audits

(1) Results of the audit of business report

The Audit & Supervisory Board Members acknowledge that

- (i) The business report of the Company and supplementary schedule thereto truly and fairly present the status of the Company in accordance with the applicable laws and the articles of incorporation of the Company;
- (ii) There were no wrongful acts or material breaches of law or the articles of incorporation in the directors' execution of duties;
- (iii) The resolutions adopted by the Board of Directors related to the internal control system were appropriate. There were no issues to be noted in descriptions in the business report and the directors' execution of duties, related to such internal control system, including the internal control of financial reporting.

(2) Results of audits of financial statements and supplementary schedules thereto

The Audit & Supervisory Board Members acknowledge that the audit techniques and methods used by Ernst & Young ShinNihon LLC, the independent accounting auditors for the Company, and the results of their audit were reasonable.

(3) Results of audits of consolidated financial statements

The Audit & Supervisory Board Members acknowledge that the audit techniques and methods used by Ernst & Young ShinNihon LLC, the independent accounting auditors for the Company, and the results of their audit were reasonable.

May 22, 2026

Sansei Technologies, Inc. Audit & Supervisory Board

Audit & Supervisory Board Member (Full-time)	Takayoshi Fujiwara	(Seal)
External Audit & Supervisory Board Member	Hitoshi Shimizu	(Seal)
External Audit & Supervisory Board Member	Eiji Ichinose	(Seal)
External Audit & Supervisory Board Member	Ryo Kawakami	(Seal)

Materials for General Meeting of Shareholders

Proposal No. 1: Appropriation of surplus

Distribution of year-end dividend

The Company's basic policy is to maintain stable dividends at levels commensurate with its profit levels. For the 76th fiscal year, the Company proposes the following year-end dividend as the Company will be celebrating its 75th anniversary in February 2026, and we would like to express our gratitude to our shareholders by adding a commemorative dividend:

(1) Type of dividend

Dividend will be distributed in cash.

(2) Appropriation and the amount of dividend

60 yen per share of the Company's common stock (of which 40 yen is a regular dividend and 20 yen is a dividend commemorating its 75th anniversary).

The total amount of dividend will be 1,090,752,960 yen.

(As a result, dividends per share paid for the full year will be 90 yen per share, including the interim dividend of 30 yen per share already paid during the year.)

(3) Effective date of distribution of dividend from surplus

June 29, 2026

Proposal No. 2: Election of nine directors

As the term of the nine present directors will expire at the closing of this General Meeting of Shareholders, the shareholders are requested to elect nine directors.

Candidates for directors and their profiles are as follows:

Candidate No.	Name (Date of Birth)	Career History, Major Positions and Responsibilities, and Important Concurrent Service	Holding of the Company shares
1	Noboru Rachi (born May 7, 1959)	<p>May 2016 Sansei Technologies, Senior Executive Officer, General Manager of Maintenance & Services Division, Deputy General Manager of Production Division</p> <p>June 2016 Sansei Technologies, Director, Senior Managing Executive Officer, General Manager of Maintenance & Service Division, Deputy General Manager of Production Division</p> <p>April 2017 Sansei Technologies, Executive Vice President, Representative Director, In charge of Corporate Planning Office, General Manager of Maintenance & Service Division</p> <p>April 2018 Sansei Technologies, President & CEO, Representative Director, Executive Officer</p> <p>April 2025 Sansei Technologies, Chairman and Representative Director (to date)</p>	22,024 shares
2	Osamu Itagaki (born November 3, 1963)	<p>July 2019 Sansei Technologies, Executive Officer, General Manager of Tokyo Branch, Deputy General Manager of Production Division, and Deputy General Manager of Quality Control Division</p> <p>April 2021 Sansei Technologies, Managing Executive Officer, Officer in Charge of Corporate Planning Office and Deputy General Manager of Administration Division</p> <p>April 2022 Sansei Technologies, Senior Managing Executive Officer, General Manager of Administration Division, Officer in Charge of Corporate Planning Office, and Officer in Charge of New</p>	9,024 shares

Candidate No.	Name (Date of Birth)	Career History, Major Positions and Responsibilities, and Important Concurrent Service	Holding of the Company shares
		<p>Technologies & Business Development Office</p> <p>June 2024 Sansei Technologies, Executive Vice President, Representative Director, General Manager of Tokyo Branch, Officer in Charge of General Administration Division , and Officer in Charge of Quality Control Division</p> <p>April 2025 Sansei Technologies, President & CEO, Representative Director, Executive Officer (to date)</p>	
3	Shinji Ono (born October 14, 1964)	<p>May 2023 Sansei Technologies, Senior Managing Executive Officer, General Manager of Maintenance & Services Division</p> <p>June 2024 Sansei Technologies, Director, Senior Managing Executive Officer, Officer in Charge of Planning</p> <p>April 2025 Sansei Technologies, Executive Vice President, Director, Officer in Charge of Planning (to date)</p>	7,099 shares
4	Yukio Noguchi (born August 27, 1964)	<p>April 1983 Joined Sansei Technologies</p> <p>June 2007 Sansei Technologies, Manager of Engineering Department, First Business Division</p> <p>April 2014 Sansei Technologies, Manager of Sales Department, Stage Equipment Division</p> <p>April 2016 Sansei Technologies, Executive Officer, Manager of Sales Department, Stage Equipment Division</p> <p>April 2017 Sansei Technologies, Executive Officer, Deputy General Manager of Stage Equipment Division</p> <p>April 2018 Sansei Technologies, Executive Officer, General Manager of Stage Equipment Division</p> <p>June 2018 Sansei Technologies, Director, Executive Officer, and General Manager of Stage Equipment Division</p> <p>November 2019 Sansei Technologies, Director, Executive Officer, General Manager of Stage Equipment Division, and Deputy Officer in Charge of New Technologies & Business Development</p> <p>April 2021 Sansei Technologies, Director and Managing Executive Officer General Manager of Stage Equipment Business Division, and Deputy Officer in Charge of New Technologies & Business Development (to date)</p> <p>April 2023 Director, Managing Executive Officer, General Manager of Stage Equipment Business Division, Officer in Charge of New Technologies & Business Development (to date)</p>	11,225 shares
5	Yasuharu Nishiyama (born January 30, 1965)	<p>April 1987 Joined Chiyoda Corporation</p> <p>April 2002 Joined USJ Co., Ltd. (currently USJ LLC)</p> <p>July 2013 Joined Sansei Technologies, Manager reporting to General Manager, Amusement Rides Business Division</p> <p>October 2013 Sansei Technologies, Manager of Design Department, Amusement Rides Business Division</p> <p>April 2015 Sansei Technologies, Executive Officer, Manager of Design Department, Amusement Rides Business Division</p> <p>April 2016 Sansei Technologies, Executive Officer, Deputy General Manager of Amusement Rides Business Division</p> <p>April 2019 Sansei Technologies, Managing Executive Officer, General Manager of Amusement Rides Business Division (to date)</p> <p>June 2022 Director, Managing Executive Officer, General Manager of</p>	12,825 shares

Candidate No.	Name (Date of Birth)	Career History, Major Positions and Responsibilities, and Important Concurrent Service	Holding of the Company shares
		Amusement Rides Business Division (to date)	
6	Takeshi Nakatsuji (born October 13, 1962)	<p>March 1995 Joined Sansei Maintenance Co., Ltd. <WEST> May 2013 Sansei Maintenance Co., Ltd. <WEST>, President and Representative Director April 2014 Sansei Technologies, Executive Officer, Deputy General Manager of Maintenance & Services Division Sansei Maintenance Co., Ltd. <WEST>, President and Representative Director April 2018 Sansei Technologies, Managing Executive Officer, General Manager of Maintenance & Services Division Sansei Maintenance Co., Ltd. <WEST>, President and Representative Director March 2020 MBA, Graduate School of Management, Kyoto University April 2023 Sansei Technologies, Managing Executive Officer, General Manager of Maintenance & Services Division General Manager of Kobe Plant and General Manager of Production Division June 2025 Director, Managing Executive Officer General Manager of Elevators Business Division and General Manager of Production Division in a special mission role April 2026 Director, Managing Executive Officer, and General Manager of Production Division (to date)</p>	25,425 shares
7	William Ireton (born December 6, 1955)	<p>June 1976 Joined Toho-Towa Co., Ltd. March 1979 Joined Movie/TV Marketing Co., Ltd. July 1988 Joined Warner Bros. Pictures, representative for Japan June 2006 Warner Entertainment Japan Inc., President and Representative Director December 2014 Warner Entertainment Japan, Advisor March 2015 Warner Entertainment Japan, resigned as Advisor April 2015 Established Ireton Entertainment Inc., President and Representative Director (to date) June 2015 Sansei Technologies, External Member of the Board of Directors (to date) June 2024 Tohokushinsha Film Corporation, External Director (to date)</p> <p>[Important Concurrent Service] Ireton Entertainment Inc., Representative Director External Director, Tohokushinsha Film Corporation</p>	6,700 shares
8	Yoshiko Ando (born March 17, 1959)	<p>April 1982 Joined the Ministry of Labor July 2013 Manager of the Worker's Compensation Division, Labor Standards Bureau, Ministry of Health, Labor and Welfare July 2014 Director of Equal Employment, Children and Families Bureau, Ministry of Health, Labor and Welfare October 2015 Director-General (in charge of labor), Ministry of Health, Labor and Welfare June 2016 Director-General (in charge of statistics and information), Ministry of Health, Labor and Welfare July 2017 Director-General of Human Resource Development, Ministry of Health, Labor and Welfare July 2018 Retired from the Ministry March 2019 Kirin Holdings Co., Ltd., External Member of Audit &</p>	8,200 shares

Candidate No.	Name (Date of Birth)	Career History, Major Positions and Responsibilities, and Important Concurrent Service	Holding of the Company shares
		<p>Supervisory Board</p> <p>June 2019 Sansei Technologies, External Member of the Board of Directors (to date)</p> <p>March 2024 External Director, Kirin Holdings Co., Ltd. (to date)</p> <p>June 2020 JFE Holdings, Inc., External Director (to date)</p> <p>[Important Concurrent Service]</p> <p>June 2020 JFE Holdings, Inc., External Director</p> <p>March 2024 External Director, Kirin Holdings Co., Ltd.</p>	
9	Isamu Kawashima (born February 20, 1959)	<p>April 1981 Joined NEC Corporation</p> <p>April 2009 NEC Corporation, General Manager of Accounting Department</p> <p>June 2011 NEC Corporation, Director and General Manager of Accounting Department and General Manager of Financial Internal Control Promotion Department</p> <p>July 2011 NEC Corporation, Director, Executive Officer and CFO</p> <p>April 2015 NEC Corporation, Director, Managing Executive Officer and CFO</p> <p>April 2017 NEC Corporation, Representative Director, Managing Executive Officer and CFO</p> <p>June 2018 NEC Corporation, Full-time Audit & Supervisory Board Member</p> <p>November 2020 Vice Chairperson and Chairperson of the Accounting Committee, Japan Audit & Supervisory Board Members Association</p> <p>June 2022 External Director, Japan Pure Chemical Co., Ltd. (to date)</p> <p>June 2022 External Director, Sansei Technologies (to date)</p> <p>March 2023 External Audit & Supervisory Board Member, AGC Inc.</p> <p>March 2026 External Director (Audit and Supervisory Committee Member), AGC Inc. (to date)</p> <p>[Important concurrent positions]</p> <p>External Director, Japan Pure Chemical Co., Ltd.</p> <p>External Director (Audit and Supervisory Committee Member), AGC Inc.</p>	3,400 shares

- (Notes)
- No interest to be noted exists between each of the candidates and the Company.
 - Mr. William Ireton, Ms. Yoshiko Ando, and Mr. Isamu Kawashima are candidates for External Member of the Board of Directors. Mr. William Ireton, Ms. Yoshiko Ando, and Mr. Isamu Kawashima satisfy the requirements for independent officers as stipulated in the rules of the Tokyo Stock Exchange, and have been registered as independent officers of the Company with the Exchange.
 - The Company has liability limitation agreements with Mr. William Ireton, Ms. Yoshiko Ando, and Mr. Isamu Kawashima that limit their liabilities for compensation under Article 423 (1) of the Companies Act to the minimum amount stipulated in Article 425 (1) of the same Act provided that they perform their duties in good faith free of material negligence. If they are re-appointed as directors, the liability limitation agreement with them will be continued.
 - Reason for nomination of each candidate for external director and judgment that the candidate be able to perform his or her duties as an external director
 - As Mr. William Ireton has abundant global experience and great knowledge as a business executive, we request that shareholders elect him as an External Member of the Board of Directors of the Company. As he has provided useful opinions and advice in the deliberations by the Board of Directors drawing on his global experience and insight, we expect that he will continue to provide advice to and supervision of business execution properly from a global perspective, particularly in the area of overseas business strategy of the Group.

- (2) Ms. Yoshiko Ando has been engaged in policy development in the labor administration area as a national public official for many years. She has abundant experience and knowledge in a wide range of employment and labor fields, including promoting women's careers. For this reason, we request that shareholders elect her as an External Member of the Board of Directors of the Company. As she has expressed useful opinions in the deliberations by the Board of Directors based on her excellent insight and experience in serving as an external officer at other companies, we expect that she will continue to properly perform her duties such as decision making on important matters and supervision of business execution from an objective standpoint. Although Ms. Ando has no experience in the management of a commercial business, except for serving as an external director or an external audit & supervisory board member of a company, we believe that she can adequately execute the duties of an external director for the reasons stated above.
- (3) Mr. Isamu Kawashima was in charge of accounting and finance in the corporate division of NEC Corporation and at its North American subsidiary for many years before serving as Representative Director, Managing Executive Officer and CFO of the company to supervise the financial strategy of the entire NEC Group. As he has extensive experience and deep insight in the areas of accounting and finance as well as corporate management, shareholders are requested to approve his election as an external director. As he has provided useful opinions and advice in the deliberations by the Board of Directors of the Company drawing on his experience and insight, we expect that he will continue to properly perform his duties, such as the provision of advice on management in general and supervision of business execution.
5. The office term of Mr. William Ireton as an External Member of the Board of Directors of the Company will reach 11 years at the closing of this General Meeting of Shareholders. The office term of Ms. Yoshiko Ando as an External Member of the Board of Directors of the Company will reach seven years at the closing of this General Meeting of Shareholders. The office term of Mr. Isamu Kawashima as an External Member of the Board of Directors of the Company will reach four years at the closing of this General Meeting of Shareholders.
6. The Company has entered into an officers' liability insurance contract with an insurance company to compensate the insured persons for any damage that they may incur when a claim for damages is made against them based on any acts they perform in the capacity of an officer of the Company, including damages and litigation cost. All director candidates will be included among the insured persons under this insurance contract. The Company plans to renew the contract under the same terms and conditions on the next renewal date.

(Reference) Skills matrix of Directors and Audit & Supervisory Board Members

The Company has selected the following eight items as skills that Directors and Audit & Supervisory Board Members should have in order to be able to make important decisions on or supervise business execution: (1) corporate management and organizational management, (2) global experience, (3) manufacturing and quality control, technology and development, (4) industry knowledge and insight, (5) finance, accounting, and tax, (6) legal affairs and risk management, (7) personnel and labor affairs and human resource development, and (8) ESG. If Proposal No. 2 is approved as proposed at this General Meeting of Shareholders, the composition of directors and audit & supervisory board members of the Company and their experience and expertise will be as follows:

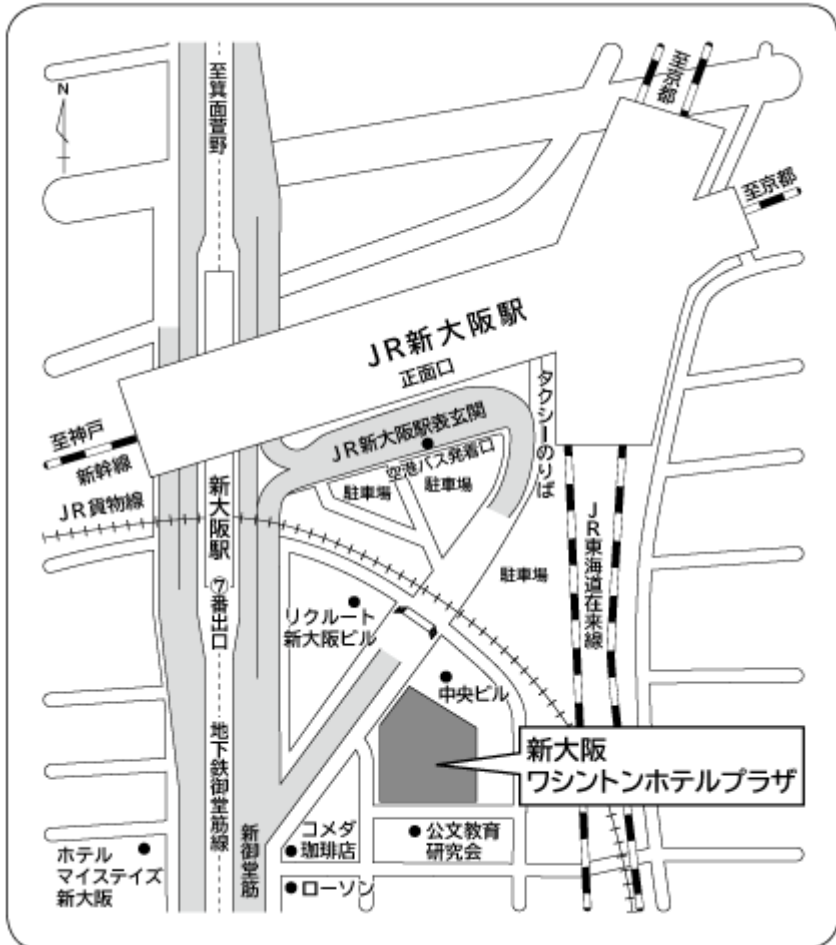
	Name	Years in office (Years)	Experience and expertise							
			Corporate management Organizational management	Global experience	Manufacturing and quality control Technology and	Industry knowledge and insight	Finance, accounting, and tax	Legal affairs and risk management	Personnel and labor affairs and human resource	ESG
Directors	Noboru Rachi	10	○	○		○	○			
	Osamu Itagaki	2	○	○		○	○	○		
	Shinji Ono	2	○	○			○		○	
	Yukio Noguchi	8			○	○				
	Yasuharu Nishiyama	4		○	○	○				
	Takeshi Nakatsuji	1	○		○	○				
	William Ireton (external)	11	○	○		○		○		
	Yoshiko Ando (external)	7	○					○	○	○
	Isamu Kawashima (external)	4	○	○				○	○	
Audit & supervisory board	Takayoshi Fujiwara	2			○	○	○			
	Hitoshi Shimizu (external)	3	○					○	○	
	Eiji Ichinose (external)	3		○			○			
	Ryo Kawakami (external)	1						○	○	○

Access Map to the Meeting Venue

Venue 5-5-15 Nishinakajima, Yodogawa-ku, Osaka City

Les Lumières, 2nd floor, Shin Osaka Washington Hotel Plaza

Phone: (06) 6303-8111



Public transport Get off at Shin-Osaka Station on the JR Line. Approximately five-minute walk from the front exit.

Get off at Shin-Osaka Station on the Osaka Metro Midosuji Line. Approximately five-minute walk from Exit 7.