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Securities Code: 6848
June 4, 2026

To Our Shareholders:

TAKASHIMA Kazuyuki
President & Representative Director
DKK-TOA Corporation
29-10, 1-chome, Takadanobaba, Shinjuku-ku, Tokyo, Japan

Notice of the 82nd Ordinary General Meeting of Shareholders

Dear Shareholders:

We would like to inform you of the 82nd Ordinary General Meeting of Shareholders ("Meeting") of the DKK-TOA Corporation (the "Company") to be held as described below.
For the convocation of the Meeting, the Company is implementing measures for the electronic provision of materials, and the matters subject to electronic provision measures are posted on the Company's website under "Notice of the 82nd Ordinary General Meeting of Shareholders."
The Company website:
https://www.toadkk.co.jp/ir/general_meeting.html (in Japanese)

The matters subject to electronic provision measures are posted on the website indicated above and on the Tokyo Stock Exchange (TSE) website. If you wish to view those matters on the TSE website, access the TSE website (the TSE Listed Company Search site) at the link below, input and search for issue name (company name) "DKK-TOA" or code "6848," select "Basic Information" and then "Documents for public inspection/PR information".
TSE website (TSE Listed Company Search site):
https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

If you are unable to attend the Meeting, you may exercise your voting rights in writing or via the Internet. Please review the Reference Documents for the Meeting posted on the matters subject to electronic provision measures, and exercise your voting rights by no later than 5:15 p.m. on Thursday, June 25, 2026(JST).

1. **Date and Time: Friday, June 26, 2026 at 10:00 a.m. (JST)**
2. **Venue: 10th FL, TD Building**
   29-9, 1-chome, Takadanobaba, Shinjuku-ku, Tokyo, Japan
3. **Agenda:**

   Matters to be reported:

   1. The business report, the consolidated financial statements, and the audit reports on the consolidated financial statements by the Accounting Auditor and the Audit & Supervisory Board for the 82nd term (from April 1, 2025 to March 31, 2026)
   2. The non-consolidated financial statements for the 82nd term (from April 1, 2025 to March 31, 2026)

   Matters to be resolved:

   Proposal 1: Appropriation of surplus

   Proposal 2: Election of twelve (12) Directors

Notes:

- If attending the Meeting in person, you are requested to submit the enclosed voting rights exercise sheet at the reception desk on that day. Please bring this Notice with you in order to save resources.
- Please note that we do not provide souvenirs for attendees.
- The number of seats available is limited. Please note that admission may be limited.
- Please note that anyone who is not a shareholder cannot attend the Meeting even if he or she is your proxy or accompanied person. (Except for those who are accompanied by a physically disabled person.) In the case of exercising voting rights by proxy, as per the Company's Articles of Incorporation, each shareholder is entitled to appoint one proxy who is also a shareholder of the Company with voting rights. Please note that the proxy is required to submit written proof of his or her right of proxy.
- The following items are not included in the document to be delivered to shareholders with regard to relevant laws/regulations and the provisions of the Company's Articles of Incorporation.
  1. Consolidated statement of changes in shareholders' equity
  2. Notes to consolidated financial statements
  3. Unconsolidated statement of changes in shareholders' equity
  4. Notes to unconsolidated financial statements.

  Therefore, the document to be delivered to shareholders were a part of the objects that the audit committee and accounting auditor audited on the occasion of the preparation of the Audit Report.
- Any change to the matters subject to electronic provision measures will be posted on the Company's website (https://www.toadkk.co.jp/).

Reference Documents for Shareholders Meeting

Proposal 1: Appropriation of surplus

The Company has a fundamental policy of maintaining appropriate and stable progressive dividends with a target payout ratio of 30% or more. In accordance with on this policy, the Company, generally taking into consideration its operating results, the future business environment and other factors, proposes the following year-end dividend for the current fiscal year.

(1) Type of dividend property: Cash
(2) Matters related to disbursement of distributable assets and amount:
Dividend per share of common stock of the Company: ¥22
Total amount of dividends: ¥429,071,060
(3) Effective date of dividend distribution: June 29, 2026

Proposal 2: Election of twelve (12) Directors

The term of office of all the 12 current Directors terminates at the close of the Meeting. Accordingly, the Company requests the election of 12 Directors including 2 Outside Directors. In selecting candidates for Directors, the Board of Directors has made decisions after receiving consultations from the Executive Personnel and Compensation Advisory Committee chaired by an Independent Outside Director.
The candidates for Directors are as follows:

No.	Name	Duties and significant concurrent positions	
1	**TAKASHIMA Kazuyuki**	President & Representative Director	Re-election
2	**NAKAJIMA Nobuhisa**	Managing Director Supervisor of Domestic & Overseas Sales Div. In charge of DX Promotion Project Dept.	Re-election
3	**KOSAKA Toru**	Board Director Director of Administrative Div. In charge of Subsidiary Administration Compliance Officer Chief Information Officer	Re-election
4	**ARAKAWA Satoshi**	Board Director Director of Development & Technology Div. In charge of Medical related Technology	Re-election
5	**NISHIZAWA Takashi**	Board Director Deputy Director of Development & Technology Div. General Manager of No.1 Development Dept. In Charge of Intellectual Property Rights	Re-election
6	**YAMAGISHI Yuji**	Board Director Director of Overseas Sales Div. In charge of HACH In Charge of Advanced Market Project Dept.	Re-election
7	**KUDO Hajime**	Board Director Director of Production Div. Head of Saitama Factory In charge of Subsidiary Production Management	Re-election
8	**YAMAMORI Yasuo**	Board Director Executive Advisor In Charge of New Market Development	Re-election
9	**MARU Sadakatsu**	Board Director	Re-election
10	**Simon Lee**	—	New candidate
11	**AZUMA Nozomi**	Outside Board Director	Re-election Outside Independent
12	**IGARASHI Jinichi**	Outside Board Director	Re-election Outside Independent

1 TAKASHIMA Kazuyuki

Re-election

Date of birth
July 25, 1965

Shares owned
32,662

Duties and significant concurrent positions

April 1988	Joined the Company
April 2018	General Manager of HACH Sales Dept., Domestic Sales Div.
April 2019	Deputy Director of Domestic Sales Div.
June 2019	Executive Officer
April 2021	In charge of HACH
June 2021	Board Director Director of Development & Technology Div.
June 2023	Managing Director
April 2024	Director of Domestic Sales Div.
June 2024	Senior Managing Director Supervisor of Domestic & Overseas Sales Div.
June 2025	President & Representative Director (in service)

Reasons for nomination as a candidate for Director

Mr. TAKASHIMA Kazuyuki has extensive experience and broad expertise, having served as the head of both the Sales and Development divisions. Since last year, as Representative Director and President, he has demonstrated strong leadership and has been driving the core of the Company Group’s management. The Company has thus determined that he will continue to be able to make decisions on and supervise corporate management appropriately, as well as contribute to the Company Group’s sustainable growth. Therefore, we request his reappointment as a director.

2 NAKAJIMA Nobuhisa

Re-election

Date of birth
September 28, 1956

Shares owned
26,346

Duties and significant concurrent positions

April 1977	Joined Tokyo Electric Power Company, Incorporated (current Tokyo Electric Power Company Holdings, Inc.)
July 2001	Manager, Maintenance Planning Group, Technical Planning Dep., Chuo Thermal Power Office of the above company
July 2005	Deputy Manager, Kawasaki Thermal Power Plant Construction Office of the above company
July 2007	Deputy Manager, Futtsu Thermal Power Construction Office of the above company
April 2011	Deputy Director, Yokosuka Thermal Power Plant, Nishi Thermal Power Office of the above company
June 2013	Executive Officer of the Company General Manager of Sales Promotion Dept.
July 2016	Director of Sales Promotion Div.
June 2017	Board Director Supervisor of Domestic & Overseas Sales Div.
April 2019	Director of Production Div. In charge of Subsidiary Production Management Head of Sayama Technical Center (current Saitama Factory) Head of Tokyo Engineering Center
April 2022	In charge of DX Promotion Project Dept. (in service)
June 2023	Managing Director (in service)
June 2025	Director of Domestic Sales Div. Supervisor of Domestic & Overseas Sales Div. (in service)

Reasons for nomination as a candidate for Director

Mr. NAKAJIMA Nobuhisa has extensive experience and broad expertise, having served as the head of both the Sales and Production divisions. Currently, as the Managing Director, he demonstrates excellent leadership in managing the Company Group’s operations. The Company has thus determined that he will be able to make decisions on and supervise corporate management appropriately. Therefore, we request his reappointment as a director.

	**3** **KOSAKA Toru** Re-election
Date of birth March 7, 1963	**Duties and significant concurrent positions** April 1985 Joined the Company July 2014 General Manager of Corporate Planning & General Affairs Dept. July 2015 General Manager of No.1 Tokyo Sales Dept., Domestic Sales Div. April 2018 General Manager of Kanto & Middle Japan Sales Dept., Domestic Sales Div. April 2020 Executive Officer Deputy Director of Domestic Sales Div. General Manager of East Japan Sales Dept., Domestic Sales Div. April 2022 Deputy Director of Administrative Div. June 2022 Board Director (in service) Director of Administrative Div. (in service) In charge of Subsidiary Administration (in service) Compliance Officer (in service) Chief Information Officer (in service)
Shares owned 14,735	

Reasons for nomination as a candidate for Director

Mr. KOSAKA Toru has extensive insight into overall corporate planning and sales strategy and marketing through his many years of experience in the administrative and sales departments. The Company has thus determined that he will be able to make decisions on and supervise corporate management appropriately. Therefore, we request his reappointment as a director.

	**4** **ARAKAWA Satoshi** Re-election
Date of birth October 27, 1965	**Duties and significant concurrent positions** April 1992 Joined Denki Kagaku Keiki Corporation April 2019 General Manager of Medical related Devices Dept., Development & Technology Div. April 2022 Executive Officer April 2024 Director of Development & Technology Div. (in service) General Manager of Medical related Devices Dept., Development & Technology Div. June 2024 Board Director (in service) April 2025 In charge of Medical related Technology (in service)
Shares owned 7,440	

Reasons for nomination as a candidate for Director

Mr. ARAKAWA Satoshi has abundant experience and specialized knowledge regarding product development acquired through many years of experience in the development department. The Company has thus determined that he will be able to make decisions on and supervise corporate management appropriately. Therefore, we request his reappointment as a director.

	**5** **NISHIZAWA Takashi**	Re-election
Date of birth April 20, 1963	**Duties and significant concurrent positions** April 1986 Joined Denki Kagaku Keiki Corporation June 2016 General Manager of Water Quality Technology Dept., Development & Technology Div. April 2020 Executive Officer April 2023 Deputy Director of Development & Technology Div. (in service) June 2023 Board Director (in service) In Charge of Intellectual Property Rights (in service) April 2025 General Manager of No.1 Development Dept., Development & Technology Div. (in service)	
Shares owned 26,635		

Reasons for nomination as a candidate for Director

Mr. NISHIZAWA Takashi has abundant experience and specialized knowledge regarding product development acquired through many years of experience in the development department. The Company has thus determined that he will be able to make decisions on and supervise corporate management appropriately. Therefore, we request his reappointment as a director.

	**6** **YAMAGISHI Yuji**	Re-election
Date of birth February 15, 1963	**Duties and significant concurrent positions** September 1988 Joined Denki Kagaku Keiki Co. October 2015 General Manager of No.1 Overseas Sales Dept., Overseas Sales Div. April 2019 Director of Overseas Sales Div. (in service) June 2019 Executive Officer June 2025 Board Director (in service) In charge of HACH (in service) April 2026 In Charge of Advanced Market Project Dept. (in service)	
Shares owned 13,358		

Reasons for nomination as a candidate for Director

Mr. YAMAGISHI Yuji has extensive insight into overseas markets, acquired through his experience in the overseas sales department. The Company has thus determined that he will be able to make decisions on and supervise corporate management appropriately. Therefore, we request his reappointment as a director.

Date of birth
December 27, 1965

Shares owned
7,758

7 KUDO Hajime

Re-election

Duties and significant concurrent positions

April 1988	Joined NEC Corporation
November 2002	Transferred to NEC Electronics Corporation (current Renesas Electronics Corporation)
March 2014	Joined the Company
April 2019	General Manager of Design Dept., Development & Technology Div.
April 2022	Executive Officer
April 2023	Deputy Director of Production Div.
April 2024	General Manager of Production Technology Dept., Production Div.
June 2025	Board Director (in service) Director of Production Div. (in service) Head of Saitama Factory (in service) In charge of Subsidiary Production Management (in service)

Reasons for nomination as a candidate for Director

Mr. KUDO Hajime has extensive knowledge of design and production technologies, gained through his experience in the development and production departments. The Company has thus determined that he will be able to make decisions on and supervise corporate management appropriately, Therefore, we request his reappointment as a director.

Date of birth
February 5, 1947

Shares owned
48,000

8 YAMAMORI Yasuo

Re-election

Duties and significant concurrent positions

October 1980	Joined Mitsubishi Corp.
November 1984	Joined Mitsubishi International Corp. Deputy General Manager, US Project Management Center
September 1989	President, Anatel
November 2001	Vice President, Danaher Corporation
June 2006	Board Director of the Company
June 2009	Board Director & Advisor, Management Advisor
May 2010	In charge of market development
June 2011	Chairman of the Board
January 2017	Senior Adviser, Danaher Corporation
June 2025	Board Director (in service) Executive Advisor (in service) In Charge of New Market Development (in service)

Reasons for nomination as a candidate for Director

Mr. YAMAMORI Yasuo has held an important position at Danaher Corporation, which is the former parent company of HACH Company, our business and capital alliance partner, and has extensive experience in and deep insight regarding overseas business. The Company has thus determined that he will be able to make decisions on and supervise corporate management appropriately. Therefore, we request his reappointment as a director.

9 **MARU Sadakatsu** Re-election

Date of birth
November 28, 1954

Shares owned
0

Duties and significant concurrent positions

April 1977	Joined Nikkaki Co., Ltd. (current Beckman Coulter, Inc.)
April 1985	Sales Manager of the above company
October 1993	Manager, Hematology Business Unit of Roche Diagnostic
October 1995	Marketing Director, Clinical Chemistry of the above company
August 1996	Sales Manager, Vascular Surgery of Boston Scientific Japan KK
January 2001	Director, Vascular Div. of the above company
June 2007	Vice President, Radiometer KK
June 2008	President & Representative Director of the above company
October 2016	Vice Chairman, Danaher Japan Board
June 2017	Board Director of the Company (in service)
January 2021	Chairman, Radiometer KK

Reasons for nomination as a candidate for Director

Mr. MARU Sadakatsu served as President of Radiometer Company, which is a diagnostics business unit of Danaher Corporation, the former parent company of our business and capital alliance partner HACH Company, and has extensive experience and deep insight in corporate management and the medical equipment business. The Company has thus determined that he will be able to make decisions on and supervise corporate management appropriately. Therefore, we request his reappointment as a director.

10 **Simon Lee** New candidate

Date of birth
May 11, 1967

Shares owned
0

Duties and significant concurrent positions

May 2008	Senior Director, Asia Pacific & Japan, SAP Asia Pte Ltd.
May 2012	VP/GM, Asia Pacific, Fluke Networks
April 2016	VP, Asia Pacific, Oracle Corporation
September 2019	VP/Managing Director, Asia Pacific & Japan, Gigamon Inc.
January 2025	SVP/Managing Director, Asia Pacific & Japan, New Relic Inc.
September 2025	VP/GM, Asia Pacific, HACH Company (in service)

Reasons for nomination as a candidate for Director

Mr. Simon Lee holds an executive position at HACH Company, which is our business and capital alliance partner, and has global insight into the water-quality measurement business, which relates to the Company's mainstay products. The Company has thus determined that he will be able to make decisions on and supervise corporate management appropriately. Therefore, we request his appointment as a director.

Date of birth
December 25, 1959

Shares owned
0

11 AZUMA Nozomi

Re-election
Outside
Independent

Duties and significant concurrent positions

April 1986	Registered as lawyer Joined Sakano/Seo/Hamada Law Office (current Tokyo Hatchobori Law Office)
April 1996	Partner Attorney, Tokyo Hatchobori Law Office (in service)
January 2003	Instructor, Legal Training and Research Institute in the Supreme Court (for civil actions)
September 2010	Visiting Professor, Faculty of Law, Waseda University (in service)
May 2013	Outside Auditor, Renown Incorporated
April 2021	Auditor, East Japan fishery credit co-operatives association (in service)
June 2021	Board Director of the Company (in service)

Reasons for nomination as a candidate for Outside Director and the role to be expected

Mr. AZUMA Nozomi has high levels of specialized knowledge and extensive experience as an attorney and Visiting Professor of law school. The Company thus requests his reappointment as an outside director and expects him to supervise the Company's management from a standpoint independent of management by utilizing extensive experience and a broad range of knowledge in corporate legal work.

Date of birth
January 28, 1958

Shares owned
0

12 IGARASHI Jinichi

Re-election
Outside
Independent

Duties and significant concurrent positions

April 1982	Joined Nippon Oil Co., Ltd. (company name changed due to merger).
July 2006	General Manager, Lubricants Research Laboratory, Central Technical Research Laboratory , R&D Division Deputy General Manager, Lubricants Control Department, Lubricants Division of the above company
July 2012	Executive Officer and General Manager of Central Technical Research Laboratory, Research and Development Division, JX Nippon Oil & Energy Corporation (company name changed due to merger)
June 2014	Managing Executive Officer of the above company
April 2016	Director and Managing Executive Officer, JX Energy Corporation (currently ENEOS Corporation), in charge of Social Environment & Safety Department, Quality Assurance Department and Central Technical Research Laboratory
April 2019	President and Representative Director, JX Research Corporation (currently ENEOS Research Institute, Ltd.)
April 2022	Advisor of the above company
June 2022	Board Director of the Company (in service)

Reasons for nomination as a candidate for Outside Director and the role to be expected

Mr. IGARASHI Jinichi served as President & Representative Director of JX Research Corporation and has extensive experience and a broad range of knowledge as a corporate manager. The Company thus requests his reappointment as an outside director and expects him to supervise the Company's management from a standpoint independent of management by utilizing extensive experience and a broad range of knowledge.

(Notes)

1. Reference Documents for the Meeting are based on information current as of April 1, 2026.
2. There is no special interest between each candidate and the Company.
3. "Denki Kagaku Keiki Corporation" shown in the above career summary merged with the Company on October 1, 2000.
4. Mr. AZUMA Nozomi and Mr. IGARASHI Jinichi are candidates for Outside Directors.
5. Mr. AZUMA Nozomi and Mr. IGARASHI Jinichi are currently serving as the Company's outside director, and their respective terms of office as outside director are five years and four years as of the close of the Meeting.
6. In accordance with the Articles of Incorporation, the Company has entered into liability limitation agreements with Mr. MARU Sadakatsu, Mr. AZUMA Nozomi, Mr. IGARASHI Jinichi limiting their liability under Article 423, Paragraph 1 of the Companies Act. If their reelection is approved, the Company intends to continue the liability limitation agreements with them.

   In addition, if the reelection of Mr. YAMAMORI Yasuo is approved and if Mr. Simon Lee is elected as a director, the Company intends to enter into similar liability limitation agreements with them.
7. The Company has registered Mr. AZUMA Nozomi and Mr. IGARASHI Jinichi as an independent officer as set forth by the Tokyo Stock Exchange. If their reelection is approved, the Company will continue to register them as an independent officer.
8. The Company has entered into a directors and officers liability insurance (D&O insurance) agreement pursuant to Article 430-3, Paragraph 1 of the Companies Act of Japan with the Company's Directors, Corporate Auditors, and Executive Officers and the Directors and Corporate Auditors of its consolidated subsidiaries as the insureds. The insurance policy covers compensation for damage and litigation expenses that the insured are liable to pay under law, and the Company pays the entire amount of the insureds' insurance premiums. However, there are certain exclusions from coverage for which indemnification is not paid such as damage incurred as a result of the knowing unlawful conduct of an insured.

   All candidates are insureds under the insurance agreement. The Company plans to renew the policy under the same terms and conditions at the time of renewal in November 2026.

(Reference) Main expertise and experience (skill matrix) of director candidates

Name	Corporate management	Sales & Marketing	Manufacturing - Technology and Development	Global	Finance and Accounting	Legal affairs and Risk management
TAKASHIMA Kazuyuki	○	○	○			
NAKAJIMA Nobuhisa	○	○	○			
KOSAKA Toru	○	○			○	○
ARAKAWA Sastoshi	○		○			
NISHIZAWA Takashi	○		○			
YAMAGISHI Yuji	○	○		○		
KUDO Hajime	○		○			
YAMAMORI Yasuo	○		○	○		
MARU Sadakatsu	○	○		○		
Simon Lee	○	○		○	○	
AZUMA Nozomi						○
IGARASHI Jinichi	○		○			

(Note) The skills listed above do not represent all the expertise and experience of each candidate.

(Reference) Skills required for the Company's Directors and reason for their selection

Skills	Reason for selection
Corporate management	To achieve the improvement of sustainable corporate value as the business environment surrounding the measurement instrument business drastically changes, the Group needs a director who can grasp the entire business and has experience in management and administration as a corporate executive.
Sales & Marketing	To realize the development of new markets and strengthen the revenue base, the Group needs a director with abundant experience in and a high level of insight into sales strategy and marketing.
Manufacturing - Technology and Development	To provide excellent products and services and to promote technological development that incorporates advanced technologies, the Group needs a director with abundant experience in and a high level of insight into manufacturing, technology and development.
Global	To formulate and implement growth strategies in overseas markets, which are a growth area, the Group needs a director with abundant experience in and a high level of insight into overseas business management.
Finance and Accounting	To ensure accurate financial reporting and reinforcement of revenue base and promote growth investment in the improvement of sustainable corporate value, the Group needs a director with solid knowledge and experience in finance and accounting.
Legal affairs and Risk management	The establishment of a legal and risk management system is the foundation for the improvement of sustainable corporate value, and the Group needs a director with solid knowledge and experience in corporate legal affairs and risk management in order to improve the function of the board of directors to oversee management.