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Securities Code: 7212

June 9, 2026

(Commencement date of measures for electronic provision of information: June 2, 2026)

To our shareholders:

Yuichi Fukuda
President & CEO
F-TECH INC.

19 Showanuma, Shobucho, Kuki-shi, Saitama

Notice of the 71st Annual General Meeting of Shareholders

You are cordially invited to attend the 71st Annual General Meeting of Shareholders of F-TECH INC. (the “Company”) to be held as described below.

In convening this General Meeting of Shareholders, measures for electronic provision of information are implemented for the information contained in the Reference Documents for General Meeting of Shareholders, etc. (matters subject to the measures for electronic provision), which is posted on “4. Websites on Which Matters Subject to the Measures for Electronic Provision Are Posted” described below. You are kindly requested to access any of these websites and check the information.

If you choose not to attend the meeting, you may exercise your voting rights via the Internet or in writing. Please exercise your voting rights by either of the methods. The contents of each proposal are described in the Reference Documents for General Meeting of Shareholders. Please review the documents and exercise your voting rights, so that your vote is received no later than 5:00 p.m. on Wednesday, June 24, 2026 (JST).

1. Date and Time: Thursday, June 25, 2026, at 10:00 a.m. (reception starts at 9:00 a.m.) (JST)

2. Venue: Royal Crown C, fourth floor, ROYAL PINES HOTEL URAWA
2-5-1 Naka-cho, Urawa-ku, Saitama-shi, Saitama

3. Purpose of the Meeting

Matters to be reported:

1. The Business Report and the Consolidated Financial Statements, and audit reports by financial auditors and the Board of Auditors of the Consolidated Financial Statements for the 71st fiscal year (from April 1, 2025 to March 31, 2026).
2. The Non-consolidated Financial Statements for the 71st fiscal year (from April 1, 2025 to March 31, 2026).

Matters to be resolved:

- Proposal No. 1** Appropriation of Surplus
Proposal No. 2 Election of Five Directors
Proposal No. 3 Election of One Auditor

4. Websites on Which Matters Subject to the Measures for Electronic Provision Are Posted:

No.	Name and URL of the website	How to access
1	The Company’s website https://www.fttech.co.jp/	Please inspect the information from the Notice of the General Meeting of Shareholders in the Archives of IR reports in Investor Relations.
2	Listed Company Search (Tokyo Stock Exchange) https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show	Please enter “F-TECH” in the issue name (company name) or “7212” in the securities code to search, and select Basic information and Documents for public inspection/PR information in that order.
3	The Portal of Shareholders’ Meeting https://www.soukai-portal.net (Japanese only)	Please scan the QR Code on the enclosed voting form, or enter your ID and initial password.

- * Each of the above websites may be temporarily unavailable for access due to regularly scheduled maintenance, etc.
If you are unable to view either website, please confirm the posted content through another website or wait a certain amount of time before attempting to access the same website again.
- When you attend the meeting in person, please submit the enclosed voting form at the reception.
 - Only shareholders who need nursing care or Japanese-language interpretation may enter the meeting accompanied by one caregiver or interpreter. However, these accompanying persons may only speak and act as caregivers or interpreters in the venue, except when they are shareholders with voting rights.
 - Any changes in the matters subject to the measures for electronic provision will be posted on each of the websites on the Internet.
 - Among the matters subject to the measures for electronic provision, the matters below are posted on the Company's website in accordance with laws and regulations and the provision of Article 17 of the Articles of Incorporation of the Company, and are not included in the paper-based documents delivered to shareholders who have made a request for delivery of such documents. Accordingly, the documents are a part of the Consolidated Financial Statements or the Non-consolidated Financial Statements audited by the auditor in preparing an audit report and by the financial auditor in preparing an accounting audit report.
 - (i) Notes to the Consolidated Financial Statements
 - (ii) Notes to the Non-consolidated Financial Statements
 - Souvenirs will not be handed out to shareholders attending the General Meeting of Shareholders. We appreciate your understanding in regard to this matter.
 - Any changes in the operation of the General Meeting of Shareholders due to yet unforeseen future circumstances will be announced on the Company's website.

The Company's website (<https://www.fttech.co.jp/>)

Reference Documents for General Meeting of Shareholders

Proposal No. 1 Appropriation of Surplus

The appropriation of surplus is proposed to be as follows:

Year-end dividends

Giving consideration to the future business development, the Company proposes to pay the year-end dividend for the fiscal year under review of JPY14 per share.

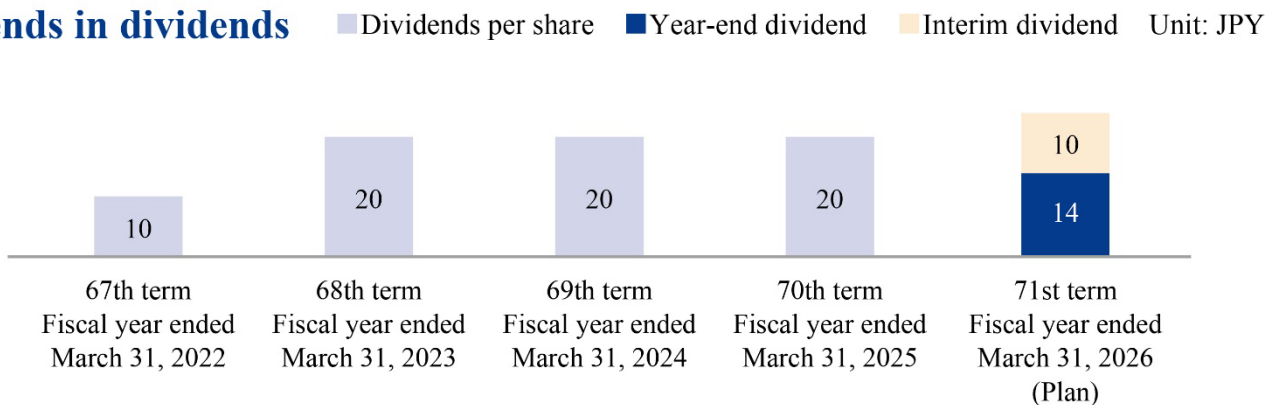
- (1) Type of dividend property
Cash
- (2) Allotment of dividend property to shareholders and their aggregate amount
JPY14 per common share of the Company
Total amount: JPY261,907,436
- (3) Effective date of dividends of surplus
June 26, 2026

Reference Dividend Policy

The Company recognizes the return of profits to shareholders based on business performance as an important management issue and maintains a basic policy to return profits to shareholders in a manner that is stable and continuous, comprehensively taking into account the status of operating results and internal reserves in addition to investment plans from a long-term perspective and strengthening of the financial structure, and will continue to strive for sustainable growth and improved dividend levels.

For the fiscal year under review, the Company intends to pay the year-end dividend of JPY14 per share, and combined with the interim dividend of JPY10, the annual dividend is scheduled to be JPY24 per share.

Trends in dividends



Proposal No. 2 Election of Five Directors

At the conclusion of this meeting, the terms of office of five Directors will expire.

Therefore, the Company proposes the election of five Directors.

The candidates for Director are as follows:

Candidate No.	Name	Current position and responsibilities in the Company	Candidate status	Member of Nomination and Remuneration Committee *
1	Yuichi Fukuda	President & CEO	Reelection	○
2	Shigeharu Tobita	Managing Executive Officer Division Manager of Sales & Marketing Division and China Business Officer	New election	
3	Kei Wakabayashi	Director & Managing Executive Officer Division Manager of Management Planning Division and America Business Officer	Reelection	
4	Teruyo Oyamada	Director	Reelection Outside Independent	○
5	Toshihiko Kuwabara	—	New election Outside Independent	

* The Nomination and Remuneration Committee consists of three Directors (including two outside Directors). If this Proposal is approved as originally proposed, Teruyo Oyamada will be appointed as chairperson of the Nomination and Remuneration Committee, and Yuichi Fukuda and Toshihiko Kuwabara will be appointed as members of the same Committee.

Reference: Nomination Policy for Director Candidates (from “F-tech Corporate Governance Guidelines”)

Candidates for Director shall be individuals who possess objective judgment capabilities in management, as well as excellent foresight and insight, regardless of personal attributes such as gender or nationality, and who possess integrity and high ethical standards. In nominating candidates, the Nomination and Remuneration Committee shall take into consideration the balance of gender, internationality, and expertise and experience in various fields.

In addition, candidates for outside Director are individuals who can fulfill appropriate supervisory functions from an independent standpoint and contribute to the realization of appropriate decision-making and management supervision.

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
1	<p>Yuichi Fukuda (December 1, 1967)</p> <p>[Tenure as Director] 22 years, as of the conclusion of this general meeting</p> <p>[Attendance at Board of Directors Meetings (fiscal year under review)] 18 attended/18 held (100%)</p> <p>Reelection</p>	<p>Dec. 1994 Joined the Company</p> <p>Jun. 2004 Director</p> <p>Jun. 2008 Director & Senior Managing Executive Officer</p> <p>Mar. 2010 Division Manager of Management Planning Division</p> <p>Apr. 2012 Chief Sales & Marketing Officer and Regional CEO of North America</p> <p>Apr. 2013 Chief Domestic Business Officer</p> <p>Apr. 2014 Executive Vice President</p> <p>Apr. 2015 President & CEO (current position)</p> <p>Dec. 2021 Member of Nomination and Remuneration Committee (current position)</p> <p>[Significant concurrent positions outside the Company] None</p>	313,600 shares
<p>[Reasons for nomination as candidate for Director]</p> <p>Yuichi Fukuda has diverse experience and broad knowledge gained through his service as a president of domestic and overseas sites and as a person responsible for overseas business area, production planning area and management planning area. Since becoming President & CEO in April 2015, he has adequately performed his duties in critical management decision-making and supervising business execution with strong leadership and decisiveness nurtured through his experience and knowledge. The Company has judged him to be able to strive for the Company group's continuous growth and increase in corporate value over a medium- to long-term, and has nominated him again as Director. He is scheduled to assume the position as President & CEO when reelected as Director.</p>			
2	<p>Shigeharu Tobita (March 21, 1964)</p> <p>[Tenure as Director] -</p> <p>[Attendance at Board of Directors Meetings (fiscal year under review)] -</p> <p>New election</p>	<p>Sep. 1985 Joined the Company</p> <p>Jun. 2009 Senior Operating Officer Assistant Division Manager of Management Planning Division</p> <p>May 2012 President of F-Tech Zhongshan Inc.</p> <p>Jun. 2013 Regional CEO of China</p> <p>Apr. 2017 Managing Executive Officer</p> <p>Apr. 2017 General Manager of Corporate Planning Office and Regional CEO of China</p> <p>Jun. 2017 Director & Managing Executive Officer</p> <p>Apr. 2020 President of F&P America Mfg., Inc.</p> <p>Jun. 2020 Managing Executive Officer (current position)</p> <p>Apr. 2024 Division Manager of Production Planning Division</p> <p>Apr. 2025 Division Manager of Sales & Marketing Division and Regional CEO of China and Asia</p> <p>Apr. 2026 Division Manager of Sales & Marketing Division and China Business Officer (current position)</p> <p>[Significant concurrent positions outside the Company] None</p>	12,200 shares
<p>[Reasons for nomination as candidate for Director]</p> <p>Shigeharu Tobita has extensive practical experience as a person responsible for the Company group's finance and accounting department, and has experience in important management and business operations including the supervision of management planning area, production planning area and sales & marketing area, as well as the service as a president of overseas sites. Leveraging this abundant experience and in-depth knowledge, he is expected to properly perform his duties in critical management decision-making and supervising business execution as a Director. Therefore, the Company has nominated him as Director. He is also scheduled to assume the position as Managing Executive Officer when elected as Director.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
3	<p>Kei Wakabayashi (February 9, 1967)</p> <p>[Tenure as Director] 1 year, as of the conclusion of this general meeting</p> <p>[Attendance at Board of Directors Meetings Since the Assumption of Office on June 19, 2025 (fiscal year under review)] 13 attended/14 held (92.9 %)</p> <p>Reelection</p>	<p>Apr. 1990 Joined The Kyowa Bank, Ltd. (currently Resona Bank, Limited)</p> <p>Apr. 2021 General Manager of Kawagoe Branch, Saitama Resona Bank, Limited</p> <p>Oct. 2024 Joined the Company as Assistant Division Manager of Management Planning Division</p> <p>Apr. 2025 Senior Operating Officer</p> <p>Apr. 2025 Division Manager of Management Planning Division</p> <p>Jun. 2025 Director & Senior Operating Officer</p> <p>Apr. 2026 Director & Managing Executive Officer (current position)</p> <p>Apr. 2026 Division Manager of Management Planning Division and America Business Officer (current position)</p> <p>[Significant concurrent positions outside the Company] None</p>	1,700 shares
<p>[Reasons for nomination as candidate for Director]</p> <p>Kei Wakabayashi has experience in important administrative affairs as a person responsible for the Company's management planning area, including supervision of the Company group's accounting, finance, human resources and labor management, governance, and compliance. Leveraging his abundant experience and in-depth knowledge, he is expected to properly perform his duties in critical management decision-making and supervising business execution as a Director. Therefore, the Company has nominated him as Director. He is also scheduled to assume the position as Managing Executive Officer when reelected as Director.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
4	<p style="text-align: center;">Teruyo Oyamada (July 30, 1971)</p> <p style="text-align: center;">[Tenure as outside Director] 1 year, as of the conclusion of this general meeting</p> <p style="text-align: center;">[Attendance at Board of Directors Meetings Since the Assumption of Office on June 19, 2025 (fiscal year under review)] 14 attended/14 held (100 %)</p> <p style="text-align: center;">Reelection Outside Independent</p>	<p>Apr. 1998 Registered as an attorney at law (Daini Tokyo Bar Association)</p> <p>Apr. 1998 Joined Hamada & Matsumoto (currently Mori Hamada & Matsumoto)</p> <p>Oct. 2005 Representative attorney, Oyamada Law Office (current position)</p> <p>Apr. 2009 Investigator of Disciplinary Enforcement Committee, Japan Federation of Bar Associations</p> <p>Apr. 2016 Civil Mediation Commissioner of the Tokyo Summary Court (current position)</p> <p>Nov. 2016 Special member of the Central Committee for Adjustment of Construction Work Disputes, Ministry of Land, Infrastructure, Transport and Tourism (current position)</p> <p>Jun. 2025 Outside Director of the Company (current position)</p> <p>Jun 2025 Member of Nomination and Remuneration Committee (current position)</p> <p>[Significant concurrent positions outside the Company] Representative attorney, Oyamada Law Office Civil Mediation Commissioner of the Tokyo Summary Court Special member of the Central Committee for Adjustment of Construction Work Disputes, Ministry of Land, Infrastructure, Transport and Tourism</p>	– shares
<p>[Reasons for nomination as candidate for outside Director and summary of expected roles]</p> <p>Teruyo Oyamada has no experience of involvement in company management except as an outside officer, but she has abundant knowledge, experience, and an objective viewpoint from her many years working as an attorney at law. Therefore, the Company has judged her to be able to appropriately perform the duties, such as supervising the business execution of Directors of the Company, and has nominated her as outside Director.</p> <p>She is expected to utilize her extensive practical experience as an attorney at law to supervise all aspects of the execution of duties, particularly regarding legal affairs, risk management, governance and sustainability, and oversee the Company's management from an independent standpoint.</p> <p>When reelected, she will deliberate on the election and dismissal of officers, a remuneration system for officers, and other matters as chairperson of Nomination and Remuneration Committee, and engage in building a highly objective and transparent governance system.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
5	Toshihiko Kuwabara (September 16, 1959) [Tenure as outside Director] – [Attendance at Board of Directors Meetings (fiscal year under review)] – New election Outside Independent	Apr. 1992 Associate Professor, Faculty of Engineering, Tokyo University of Agriculture and Technology Apr. 2004 Professor, Institute of Symbiotic Science and Technology, Tokyo University of Agriculture and Technology Apr. 2008 Professor, Institute of Engineering, Tokyo University of Agriculture and Technology Apr. 2025 Emeritus Professor, Tokyo University of Agriculture and Technology (current position) Apr. 2025 Industry-Academia-Government Collaboration Researcher, Tokyo University of Agriculture and Technology (current position) [Significant concurrent positions outside the Company] Emeritus Professor, Tokyo University of Agriculture and Technology Industry-Academia-Government Collaboration Researcher, Tokyo University of Agriculture and Technology	– shares
<p>[Reasons for nomination as candidate for outside Director and summary of expected roles]</p> <p>Toshihiko Kuwabara has no experience of involvement in company management, but he has abundant knowledge, experience, and an objective viewpoint as a university professor specializing in theory of plasticity and technology of plasticity. Therefore, the Company has judged him to be able to appropriately perform the duties, such as supervising the business execution of Directors of the Company, and has nominated him as outside Director.</p> <p>He is expected to utilize his extensive knowledge and experience as a university professor to supervise all aspects of the execution of duties, particularly regarding research and development, and oversee the Company's management from an independent standpoint.</p> <p>When elected, he will deliberate on the election and dismissal of officers, a remuneration system for officers, and other matters as a member of Nomination and Remuneration Committee, and engage in building a highly objective and transparent governance system.</p>			

- Notes:
- For the selection of Director candidates, the Company has established a Nomination and Remuneration Committee as a non-statutory advisory body to the Board of Directors. The Committee is chaired by an independent outside Director, and a majority of the Committee members are independent outside Directors. Consulted by the Board of Directors, the Committee makes discussions and reports on the outcome to the Board of Directors. The Board of Directors shall respect the report of Nomination and Remuneration Committee so as to increase the objectivity and transparency of the decision-making procedures.
 - There is no special interest between any of the candidates and the Company.
 - Teruyo Oyamada and Toshihiko Kuwabara are candidates for outside Director.
 - The Company has entered into agreements with Teruyo Oyamada to limit her liability for damages under Article 423, paragraph 1 of the Companies Act, pursuant to the stipulations of Article 427, paragraph 1 of the same Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under Article 425, paragraph 1 of the same Act. If her election is approved, the Company plans to renew the agreements with her. In addition, if election of Toshihiko Kuwabara is approved, the Company plans to enter into a similar agreement with him.
 - The Company has entered into a directors and officers (D&O) liability insurance contract with an insurance company, as prescribed under Article 430-3, Paragraph 1 of the Companies Act. All directors are insured parties under this contract. The insurance covers legal damages and litigation expenses borne by an insured party in the event that a claim for damages is made due to an act (or omission) committed by the insured party in the course of executing his or her duties for the Company. The Company is fully responsible for paying the insurance premiums for all insured parties. If the election of each candidate is approved, then they will be included in the insured parties under the insurance contract. The Company intends to renew the insurance contract on the same terms, during the candidates' term of office.
 - Teruyo Oyamada and Toshihiko Kuwabara satisfy the requirements of the Company's "Independence Criteria for Outside Officers" and the requirements for an independent officer as provided for by Tokyo Stock Exchange, Inc. As for Teruyo Oyamada, the Company has submitted notification to the aforementioned exchange concerning her appointment as an independent officer. If her election is approved, the Company plans to continue her registration as an independent officer. In addition, if election of Toshihiko Kuwabara is approved, the Company plans to submit notification to the aforementioned exchange concerning his appointment as an independent officer.
 - Teruyo Oyamada's family registered name is Teruyo Imai.

Reference: Diversity of the candidates for Director

The Board of Directors of the Company is composed of diverse Directors from different backgrounds, with diverse expertise, experience, and other qualities.

The backgrounds of the five candidates for Director, including their expertise, experience, etc. are as follows:

Name	Gender	Independent Officer	Corporate management	Development & manufacturing	Sales & purchasing	It & systems	Finance & accounting	Legal affairs & CSR	Academic experience	Overseas experience
Yuichi Fukuda	Male		○	○	○		○			○
Shigeharu Tobita	Male					○	○			○
Kei Wakabayashi	Male						○	○		
Teruyo Oyamada	Female	Outside Independent						○		
Toshihiko Kuwabara	Male	Outside Independent		○					○ (Engineering)	

Proposal No. 3 Election of One Auditor

At the conclusion of this meeting, the term of office of Auditor Kenichiro Masuda will expire.

Therefore, the Company proposes the election of one Auditor.

The Board of Auditors has given its consent to this Proposal.

The candidate for Auditor is as follows:

Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
Kenichiro Masuda (December 26, 1960) [Tenure as outside Auditor] 4 years [Attendance at Board of Directors Meetings (fiscal year under review)] 18 attended/18 held (100 %) [Attendance at Board of Auditors Meetings (fiscal year under review)] 13 attended/13 held (100 %) Reelection Outside Independent	Apr. 1984 Joined Saitama Bank, Limited (currently Saitama Resona Bank, Limited) Jun. 2011 Executive Officer, General Manager of Group Strategy Division, Resona Holdings, Inc. Apr. 2013 Executive Officer, Resona Bank, Limited Apr. 2013 Executive Officer, Resona Holdings, Inc. Apr. 2016 Director and Managing Executive Officer, Saitama Resona Bank, Limited Apr. 2018 Representative Director and Senior Executive Officer, Saitama Resona Bank, Limited Apr. 2019 President and Representative Director, Resona Guarantee Co., Ltd. Apr. 2022 President, The Saitama Resona Foundation For Industrial and Economic Promotion Jun. 2022 Outside Auditor of the Company (current position) Oct. 2022 Outside Auditor of Daizo Corporation (current position) [Significant concurrent positions outside the Company] Outside Auditor of Daizo Corporation	– shares
[Reasons for nomination as candidate for outside Auditor] Kenichiro Masuda has expertise in a wide range of fields, including corporate governance, compliance and risk management, in addition to finance, treasury and accounting, and the Company has judged him to be able to appropriately perform the duties as an Auditor with his external point of view. Therefore, the Company has nominated him as a candidate for outside Auditor.		

- Notes:
1. There is no special interest between Kenichiro Masuda and the Company.
 2. Kenichiro Masuda is a candidate for outside Auditor.
 3. Kenichiro Masuda satisfies the requirements of the Company's "Independence Criteria for Outside Officers." Furthermore, he satisfies the requirements for an independent officer as provided for by Tokyo Stock Exchange, Inc., and the Company has submitted notification to the aforementioned exchange concerning his appointment as outside independent officer. If his election is approved, the Company plans to continue his registration as outside independent officer.
 4. The Company has entered into an agreement with Kenichiro Masuda to limit his liability for damages under Article 423, paragraph 1 of the Companies Act, pursuant to the stipulations of Article 427, paragraph 1 of the same Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under Article 425, paragraph 1 of the same Act. If his election is approved, the Company plans to renew the agreements with him.
 5. The Company has entered into a directors and officers (D&O) liability insurance contract with an insurance company, as prescribed under Article 430-3, Paragraph 1 of the Companies Act. Each Auditor is an insured party under this contract. The insurance covers legal damages and litigation expenses borne by an insured party in the event that a claim for damages is made due to an act (or omission) committed by the insured party in his or her capacity as an Auditor or an officer of the Company. The Company is fully responsible for paying the insurance premiums for all insured parties. If the election of Kenichiro Masuda is approved, then he will be included in the insured parties under the insurance contract. The Company intends to renew the insurance contract on the same terms, during the candidate's term of office.

<Independence Criteria for Outside Officers>

The Company has established the following independence criteria for selecting candidates for independent outside Director and independent outside Auditor. The highest priority is given to the requirement that there be no conflict of interest between outside Directors and general shareholders, and those falling under any of the following criteria shall not be deemed to be independent.

- (1) A person who is currently falling under any of (i) to (viii)
 - (i) A business executive of the Company group
 - (ii) An entity or its business executive where the Company group is a major business partner, and that has derived 2% or more of its annual consolidated net sales from transactions with the Company group in the most recent business year
 - (iii) An entity or its business executive that is major business partner of the Company group, with the Company group having derived 2% or more of its annual consolidated net sales from transactions with the entity in the most recent business year
 - (iv) An entity or its business executive that is an important provider of funds for the Company, such that the value of funds provided to the Company group is 2% or more of the Company group's consolidated total assets
 - (v) A major shareholder of the Company (who owns 10% or more of the voting rights, whether directly or indirectly), or its business executive
 - (vi) A certified public accountant, or employee, partner or staff of an audit corporation, serving as financial auditor to the Company group
 - (vii) A certified public accountant, tax accountant, legal specialist or other consultant who obtain monetary and other financial benefits amounting to JPY10 million or more in annual compensation excluding officers' compensation from the Company group (including the person belonging to the organization if the one who received the relevant property is an organization such as corporation, association and offices)
 - (viii) A person who belongs to legal offices, audit corporations, tax accountant offices or consulting companies that receive monetary consideration or other property from the Company group amounting to 2% or more of their annual consolidated net sales
- (2) A person who has fallen under (ii) - (viii) over the previous 5 years
- (3) Spouse or persons within the second degree of kinship of a person falling under the above criteria (only in cases where a person is in a position of importance)
- (4) A person whose tenure as an outside officer totals more than 8 years

Established on November 5, 2015

- Notes: 1. "Business executive" shall mean an executive director, executive officer, operating officer, manager or other such employee. (Excluding Auditors)
2. "The Company group" shall mean the Company and the subsidiaries of the Company.
3. "Position of importance" shall mean a director, operating officer, person of the level of general manager, certified public accountant of an audit corporation or accountant office, or attorney at law belonging to any kind of legal firm (including so-called associates).