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Securities code: 7874

June 5, 2025

Electronic provision of information starts on: June 4, 2025

To Shareholders:

Mitsuo Aoki
Chairperson and President
LEC, Inc.
2-1-3, Kyobashi, Chuo-ku, Tokyo,
Japan

Notice of the 43rd Ordinary General Meeting of Shareholders

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

We hereby inform you that the 43rd Ordinary General Meeting of Shareholders (the “Meeting”) of LEC, Inc. (the “Company”) will be held as described below.

In convening the Meeting, the Company has taken measures to electronically provide the information, and the matters subject to measures for electronic provision are posted on the website below.

The Company’s website: <https://www.lecinc.co.jp/en>

Please go to the above website, select “Investor Relations” and then “Shareholders Meeting” to check the information.

Matters for electronic provision are also posted on the website below.

Please go to the website below, enter either the issue name (LEC) or the securities code (7874) for search, and then select “Basic information,” followed by “Documents for public inspection/PR information” in order to view the information provided.

Tokyo Stock Exchange website (Listed Company Search):

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

To exercise your voting rights by electromagnetic means or in writing, please review the “Reference Documents for the General Meeting of Shareholders” listed in the matters subject to measures for electronic provision and, in accordance with the instructions on page 3 to 4 in the Japanese original, exercise your voting rights by 6:00 p.m. on Wednesday, June 25, 2025 (Japan standard time).

- 1. Date and Time:** Thursday, June 26, 2025 at 10:00 a.m. (reception begins at 9:00 a.m.)
2. Place: Hikari Room on the mezzanine floor, Main Building, Imperial Hotel Tokyo
1-1-1, Uchisaiwai-cho, Chiyoda-ku, Tokyo, Japan

3. Meeting Agenda:

- Matters to be reported:**
1. Business Report and Consolidated Financial Statements for the Company's 43rd Fiscal Year (April 1, 2024–March 31, 2025) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company's 43rd Fiscal Year (April 1, 2024–March 31, 2025)

Proposals to be resolved:

Proposal 1: Election of Six (6) Directors Other than Directors Who Are Audit and Supervisory Committee Members

Proposal 2: Election of Four (4) Directors Who Are Audit and Supervisory Committee Members

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- When attending the Meeting, please submit the enclosed voting rights exercise form to the reception desk at the venue.
Any revisions to the matters subject to measures for electronic provision will be posted on each website listed above.
 - In accordance with laws and regulations and Article 13 of the Company's Articles of Incorporation, the following matters are not included in the documents sent to shareholders. Accordingly, such documents are part of the documents audited by the Audit and Supervisory Committee and the Accounting Auditor in the preparation of the audit reports.
“Matters Regarding the Current Status of the Corporate Group,” “Matters Regarding the Company's Stock Acquisition Rights, etc.,” “System to Ensure the Appropriateness of Business Operations and the Operating Status Thereof,” “Basic Policy Regarding Control of the Company,” “Consolidated Statement of Changes in Equity,” “Notes to Consolidated Financial Statements,” “Non-consolidated Statement of Changes in Equity,” and “Notes to Non-consolidated Financial Statements”


Reference Documents for the General Meeting of Shareholders


Proposals and References

Proposal 1: Election of Six (6) Directors Other than Directors Who Are Audit and Supervisory Committee Members


The terms of office of all six (6) Directors other than Directors who are Audit and Supervisory Committee Members will expire at the conclusion of the Meeting. Accordingly, the Company proposes the election of six (6) Directors other than Directors who are Audit and Supervisory Committee Members.


The candidates for Directors other than Directors who are Audit and Supervisory Committee Members are as follows:

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	 Mitsuo Aoki (September 22, 1949) [Reappointment]	April 1972 Joined JIC Corporation. March 1983 Established the Company, Representative Director and President September 2003 Representative Director and President, the former LEC Inc. November 2008 Representative Director and President, LEC INTERNATIONAL CORPORATION (currently LEC LICENSE CORPORATION) (to present) June 2009 Chairperson, SHANGHAI SURUGA HOME PRODUCTS CO., LTD. (to present) June 2009 Director, the Company October 2009 Representative Director and President, the Company June 2013 Representative Director, Chairperson and CEO, the Company June 2017 Representative Director and Advisor, PLUS MINUS ZERO CO., LTD. (to present) December 2018 Representative Director and President, Varsan, Inc. (to present) June 2024 Representative Director, Chairperson, CEO, President and COO, the Company (to present)	2,385,132
[Reason for nomination as candidate for Director] Mr. Mitsuo Aoki has extensive experience and a wide range of insight as a corporate manager. As Representative Director, Chairperson, CEO, President and COO, he actively deepens interactions with various corporate managers and plays a key role in expanding the Company's business. He is also well versed in various departments within the Company, including sales and new product development, and has demonstrated his strong leadership. The Company has nominated him as a candidate for Director as he is expected to continue to strengthen the decision-making function of the Board of Directors.			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	 <p>Isamu Aoki (July 8, 1954) [Reappointment]</p>	<p>November 1981 Joined Banyan Import Co., Ltd.</p> <p>March 1983 Established the Company, Director</p> <p>June 2004 Managing Director, the Company</p> <p>June 2006 Senior Managing Director, General Manager of Sales Division, the Company</p> <p>June 2013 Representative Director, Senior Managing Executive Officer, General Manager of Sales Division, the Company</p> <p>June 2015 Senior Managing Director, Senior Managing Executive Officer, General Manager of Sales Division II of the Company</p> <p>March 2019 Director, Vice President Executive Officer, Supervisor of Sales Division (to present)</p>	820,000
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Isamu Aoki has supervised the sales department of the Company for many years and has extensive experience and a proven track record. Since March 2019, he has been serving as Director, Vice President Executive Officer, Supervisor of the Sales Division, executing duties as the person responsible for relevant departments, and he has demonstrated his leadership as a member of the Company's senior management team. The Company has nominated him as a candidate for Director as he is expected to continue to strengthen the decision-making function of the Board of Directors.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
3	 Toshihiro Kaihoshi (September 20, 1960) [Reappointment]	April 1985 Joined Tabuchi Electronics Industry Co., Ltd. April 2001 Joined Tabuchi Electric Co., Ltd. June 2005 Representative Director and President, Tabuchi Electric Co., Ltd. February 2019 Joined the Company March 2019 Senior Managing Executive Officer, Head of New Business, the Company June 2019 Senior Managing Director, Senior Managing Executive Officer, Supervisor of New Business, General Manager of General Affairs Department, the Company June 2020 Senior Managing Director, Senior Managing Executive Officer, General Manager of Administration Division, the Company June 2021 Director, Senior Managing Executive Officer, General Manager of Administration Division, the Company (to present)		123,000
	[Reason for nomination as candidate for Director] Mr. Toshihiro Kaihoshi has many years of experience in corporate management and deep insight in various fields. He has also served in various departments, such as accounting, computer, and corporate planning, and has a proven track record as a practitioner. Since June 2021, he has been serving as Director, Senior Managing Executive Officer, General Manager of Administration Division, executing duties as the person responsible for relevant departments, and he has demonstrated his leadership as a member of the Company's senior management team. The Company has nominated him as a candidate for Director as he is expected to continue to strengthen the decision-making function of the Board of Directors.			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
4	 <p>Kazutoshi Ozawa (January 18, 1956) [Reappointment]</p>	<p>August 1987 Joined Suruga Chuo Research Institute (currently Friend Co., Ltd.)</p> <p>September 1991 Joined the Company, General Manager of Product Planning Department</p> <p>November 1994 Director, General Manager of Product Planning Department, the Company</p> <p>June 2006 Managing Director, General Manager of Product Planning Division, the Company</p> <p>June 2013 Managing Director, Managing Executive Officer, General Manager of Development Division, the Company</p> <p>June 2020 Managing Director, Managing Executive Officer, Supervisor of Product Planning and Development, General Manager of Product Planning and Development Division, the Company</p> <p>June 2021 Director, Managing Executive Officer, Supervisor of Product Planning and Development, General Manager of Product Planning and Development Division, the Company</p> <p>February 2022 Director, Managing Executive Officer, Supervisor of Product Planning and Development, the Company (to present)</p>	200,200
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Kazutoshi Ozawa has supervised the research and development department of the Company for many years and has extensive experience and a proven track record in the field of new product development. Since February 2022, he has been serving as Director, Managing Executive Officer, Supervisor of Product Planning and Development, executing duties as the person responsible for relevant departments, and he has demonstrated his leadership as a member of the Company's senior management team. The Company has nominated him as a candidate for Director as he is expected to continue to strengthen the decision-making function of the Board of Directors.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	 <p>Hideo Masuda (March 22, 1965)</p> <p>[Reappointment]</p>	<p>April 1988 Joined STAR MICRONICS CO., LTD.</p> <p>April 1997 Joined the Company</p> <p>January 2000 General Manager of Accounting Department, the Company</p> <p>June 2006 Director, General Manager of Accounting Department, the Company</p> <p>July 2008 Director, CFO, General Manager of Accounting Department, the Company</p> <p>June 2013 Director, Executive Officer, CFO, General Manager of Accounting Department, the Company</p> <p>June 2020 Representative Director and Chairperson, PLUS MINUS ZERO CO., LTD. (to present)</p> <p>April 2021 Director, Executive Officer, CFO, Deputy General Manager of Administration Division, the Company</p> <p>June 2021 Director, Managing Executive Officer, CFO, Deputy General Manager of Administration Division, the Company (to present)</p>	63,000
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Hideo Masuda has been involved in the accounting and finance departments of the Company for many years and has extensive experience and a proven track record. Since June 2021, he has been serving as Director, Managing Executive Officer, CFO, Deputy General Manager of Administration Division, executing duties as the person responsible for relevant departments, and he has demonstrated his leadership as a member of the Company's senior management team. The Company has nominated him as a candidate for Director as he is expected to continue to strengthen the decision-making function of the Board of Directors.</p>			


No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
6	 <p>Yugo Kume (October 1, 1961)</p> <p>[New appointment]</p>	<p>April 1984 Joined Lion Corporation</p> <p>January 2008 General Manager of Corporate Planning Department, Lion Corporation</p> <p>January 2011 General Manager of the Oral Care Business Department, Health Care Products Division, Lion Corporation</p> <p>January 2016 Executive Officer, Executive General Manager of Health and Home Care Products Division, Lion Corporation</p> <p>March 2018 Director, Executive Officer, Executive General Manager of Health and Home Care Products Division, Lion Corporation</p> <p>January 2021 Director, Senior Executive Officer, Lion Corporation</p> <p>January 2023 Director and Senior Executive Officer, Lion Corporation</p> <p>March 2025 Advisor, Lion Corporation (to present)</p>	—
<p>[Reason for nomination as candidate for Outside Director and expected roles]</p> <p>Mr. Yugo Kume has spent many years at a major consumer goods manufacturer, endeavoring to improve the company's performance as an executive in a core business. He has a wide range of insight and a proven track record in the development of daily use items and business promotion, as well as extensive experience as a Director in corporate management. The Company believes that he will be able to appropriately execute duties as an Outside Director in order to contribute to the development of the Company.</p>			


- Notes:
1. Mr. Mitsuo Aoki and Mr. Hideo Masuda, candidates for Directors, have concurrently served respectively as Representative Director and Advisor and as Representative Director and Chairperson at PLUS MINUS ZERO CO., LTD. The Company has a business relationship such as sale and purchase of products with the company.
 2. Mr. Mitsuo Aoki, a candidate for Director, has concurrently served as Representative Director and President at LEC LICENSE CORPORATION. The Company has a business relationship such as licensing of trademarks with the company, and lends funds.
 3. There are no special interests between the other candidates for Directors and the Company.
 4. Mr. Yugo Kume is a candidate for Outside Director stipulated by laws and regulations.
 5. If Mr. Yugo Kume is elected, the Company plans to report him as being an independent director as provided for Tokyo Stock Exchange, Inc. to the Exchange.
 6. The Company has entered into a contract with each of the candidates for Outside Directors to limit their liability for damages under Article 423, paragraph 1 of the Companies Act, pursuant to Article 427, paragraph 1 of the same Act. If Mr. Yugo Kume is elected, the Company plans to enter into such contract with him. The outline of such contracts is as stated in “3. Matters Regarding Directors (and Other Officers)” in the Business Report.
 7. The number of shares of the Company held is as of March 31, 2025.
 8. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract with an insurance company. Such insurance covers any damages that may result from the insured being liable for the performance of their duties or being subject to a claim for the pursuit of such liability. All the candidates for Directors will be included as the insured in such insurance contract. The Company plans to renew such insurance contract with the same contents at the next renewal.
 9. LEC, Inc. that had been a consolidated subsidiary (referred to as the former LEC Inc. herein) was merged with the Company in an absorption-type merger as of October 1, 2009.


Proposal 2: Election of Four (4) Directors Who Are Audit and Supervisory Committee Members


The terms of office of five (5) Directors who are Audit and Supervisory Committee Members will expire at the conclusion of the Meeting. Accordingly, the Company proposes the election of four (4) Directors who are Audit and Supervisory Committee Members. The Audit and Supervisory Committee has consented to this proposal.

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

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
1	 <p>Hideichi Kitamura (April 6, 1952) [Reappointment]</p>	<p>April 1976 Joined the former LEC Inc.</p> <p>July 2003 General Manager of Consumables Department, the former LEC Inc.</p> <p>November 2005 Full-time Auditor, the former LEC Inc.</p> <p>November 2008 Executive Officer in charge of Development Division, the former LEC Inc.</p> <p>April 2012 Executive Officer, General Manager of New Materials Development Office, Manufacturing Division, the Company</p> <p>April 2018 Executive Officer, General Manager of New Materials Development Division, the Company</p> <p>July 2019 Executive Officer, Deputy General Manager of Product Planning and Development Division at Head Office, the Company</p> <p>March 2021 Executive Officer, Deputy Supervisor of Development, the Company</p> <p>June 2021 Director (Full-time Audit and Supervisory Committee Member), the Company (to present)</p>	4,000
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Hideichi Kitamura has been involved in development at the Company for many years and has extensive experience and a proven track record. He also has a wealth of auditing experience, having served as Full-time Auditor at the former LEC Inc. for three years from 2005. The Company has nominated him as a candidate for Director as he is expected to strengthen the decision-making function of the Board of Directors through activities to which he can apply his experience in both execution and auditing.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
2	 <p>Takao Sakaguchi (August 29, 1947)</p> <p>[Reappointment]</p>	<p>January 1967 Joined Tokyo Fire Department</p> <p>April 2004 Chief of Edogawa Fire Station, Tokyo Fire Department (promoted to Fire Superintendent)</p> <p>October 2005 Chief of Azabu Fire Station, Tokyo Fire Department</p> <p>March 2007 Promoted to Senior Fire Superintendent, Retired from Tokyo Fire Department</p> <p>April 2007 Joined Tokyo International Forum Co., Ltd., Coordinator, Administration Division (in charge of risk management)</p> <p>May 2013 Joined Shimin Bosai Kenkyujo, Director-general</p> <p>June 2016 Director, Director-general, Shimin Bosai Kenkyujo</p> <p>April 2023 Executive Vice President, Shutoken Bosaishi Renrakukai (NPO) (to present)</p> <p>June 2023 Outside Director (Audit and Supervisory Committee Member), the Company (to present)</p>	—
<p>[Reason for nomination as candidate for Outside Director and expected roles]</p> <p>Mr. Takao Sakaguchi has extensive experience and knowledge of disaster control measures, having held positions at the Tokyo Fire Department and Shimin Bosai Kenkyujo. Expecting him to provide us with valuable comments and advice, especially regarding risk management, the Company has nominated him as a candidate for Outside Director. Although he has never been involved in corporate management in the past, the Company believes that he will be able to appropriately execute duties as an Outside Director for the above reasons.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	 Uharu Seguchi (May 30, 1953) [Reappointment]	April 1977 Joined Shoko Art Corporation August 1981 Joined Art Business Ltd. December 1998 Established U-DASH Inc., Representative Director and President June 2007 Outside Auditor, the former LEC Inc. June 2009 Outside Auditor, the Company June 2015 Outside Director (Audit and Supervisory Committee Member), the Company (to present)	4,800
[Reason for nomination as candidate for Outside Director and expected roles] Having been involved in corporate management for many years, Mr. Uharu Seguchi has deep insight in various fields. He has also achieved many results as a designer. With regard to the Company's business, which focuses on product planning and development, the Company believes that he will be able to appropriately execute duties as an Outside Director from an objective and specific viewpoint.			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
4	 <p>Juichi Nozue (August 15, 1960) [Reappointment]</p>	<p>April 1987 Registered as an attorney-at-law</p> <p>December 1990 Joined Kato Law Office (currently Nozomi Law and Patent) (to present)</p> <p>March 1996 Registered as an attorney-at-law in New York State, U.S.</p> <p>October 1996 Registered as a patent attorney</p> <p>April 2005 Outside Corporate Auditor, MISUMI Group Inc. (to present)</p> <p>June 2015 Outside Director (Audit and Supervisory Committee Member), the Company (to present)</p> <p>June 2018 Outside Director, Akasaka Diesels Limited (to present)</p> <p>March 2023 Outside Director, AIKAWA IRON WORKS CO., LTD (to present)</p> <p>June 2024 Outside Auditor, Shizuoka Railway Co., LTD. (to present)</p>	4,000
<p>[Reason for nomination as candidate for Outside Director and expected roles]</p> <p>Mr. Juichi Nozue has a wealth of business experience in laws, regulations, and risk management in corporate legal affairs, based on a legal point of view and extensive insight which he has cultivated as an attorney-at-law for many years. Accordingly, the Company believes that he will be able to appropriately execute duties as an Outside Director of the Company.</p>			

- Notes:
1. There are no special interests between each of the candidates for Directors who are Audit and Supervisory Committee Members and the Company.
 2. Mr. Takao Sakaguchi, Mr. Uharu Seguchi, and Mr. Juichi Nozue are candidates for Outside Directors stipulated by laws and regulations.
 3. Mr. Takao Sakaguchi will have served as Outside Director and Director who is an Audit and Supervisory Committee Member for two (2) years at the conclusion of the Meeting. Mr. Uharu Seguchi and Mr. Juichi Nozue will have served as Outside Directors and Directors who are Audit and Supervisory Committee Members for ten (10) years at the conclusion of the Meeting. Mr. Uharu Seguchi had been an Outside Auditor of the Company before his assumption of office as Outside Director of the Company.
 4. The Company has reported Mr. Takao Sakaguchi, Mr. Uharu Seguchi, and Mr. Juichi Nozue as being independent directors as provided for the Tokyo Stock Exchange, Inc. to the Exchange. If they are reelected, the Company plans to report them again as being independent directors.
 5. The Company has entered into a contract with each of the candidates for Outside Directors to limit their liability for damages under Article 423, paragraph 1 of the Companies Act, pursuant to Article 427, paragraph 1 of the same Act. If they are reelected, the Company plans to continue such contracts. The outline of such contracts is as stated in “3. Matters Regarding Directors (and Other Officers)” in the Business Report.
 6. The number of shares of the Company held is as of March 31, 2025.
 7. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract with an insurance company. Such insurance covers any damages that may result from the insured being liable for the performance of their duties or being subject to a claim for the pursuit of such liability. All the candidates for Directors will be included as the insured in such insurance

contract. The Company plans to renew such insurance contract with the same contents at the next renewal.

8. LEC, Inc. that had been a consolidated subsidiary (referred to as the former LEC Inc. herein) was merged with the Company in an absorption-type merger as of October 1, 2009.

Reference: Skill Matrix of Directors

If Proposal 1 and Proposal 2 are approved at the Meeting, the skill matrix of Directors will be as follows:

Name	Positions and responsibilities	Management/ Business strategy	Sales/ Marketing	Production/ Quality control	Product development	Finance/ Accounting	Legal affairs/ Governance/ Risk management
Mitsuo Aoki	Representative Director, Chairperson, CEO, President and COO	○	○	○	○	○	○
Isamu Aoki	Director, Vice President, Executive Officer, Supervisor of Sales Division	○	○		○		
Toshihiro Kaihoshi	Director, Senior Managing Executive Officer, General Manager of Administration Division	○		○		○	○
Kazutoshi Ozawa	Director, Managing Executive Officer, Supervisor of Product Planning and Development	○	○	○	○		
Hideo Masuda	Director, Managing Executive Officer, CFO, Deputy General Manager of Administration Division	○				○	○
Yugo Kume	Outside Director	○	○	○	○		○
Hideichi Kitamura	Director (Full-time Audit and Supervisory Committee Member)	○		○	○		
Kiyoshi Nagano	Outside Director (Audit and Supervisory Committee Member)	○					○
Takao Sakaguchi	Outside Director (Audit and Supervisory Committee Member)						○
Uharu Seguchi	Outside Director (Audit and Supervisory Committee Member)	○			○		
Juichi Nozue	Outside Director (Audit and Supervisory Committee Member)						○
Kayo Henmi	Outside Director (Audit and Supervisory Committee Member)						○