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Securities code: 8052
June 5, 2026

To Shareholders with Voting Rights:

Masashi Koda
President & COO
TSUBAKIMOTO KOGYO CO., LTD.
3-3-20 Umeda, Kita-ku, Osaka-shi, Osaka,
530-0001, Japan

**NOTICE OF
THE 123rd ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We hereby inform you that the 123rd Annual General Meeting of Shareholders of TSUBAKIMOTO KOGYO CO., LTD. (the “Company”) will be held as described below.

The Company has, for convening this General Meeting of Shareholders, provided information contained in the Reference Documents for the General Meeting of Shareholders, etc. electronically (Electronic Provision Measures Matters). The information has been placed on the Company’s website and Tokyo Stock Exchange’s website as “Notice of the 123rd Annual General Meeting of Shareholders.” Please access any one of the websites to check it.

<The Company’s website>

<https://www.tsubaki.co.jp/ja/ir/library/meeting/> (Japanese website)

<Tokyo Stock Exchange’s website (Listed Company Search)>

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

Please enter “Tsubakimoto Kogyo” in “Issue name (company name)” or “8052” in “Code” to search, then click on “Basic information” and “Documents for public inspection/PR information” to review the matters.

Instead of attending the meeting in person, you may exercise your voting rights via the Internet or in writing. Please review the attached Reference Documents for the General Meeting of Shareholders, and exercise your voting rights by 5:15 p.m. on Thursday, June 25, 2026, Japan time.

(Please refer to the Guide to Exercising Voting Rights on page 4.)

- 1. Date and Time:** Friday, June 26, 2026, at 10:00 a.m. Japan time
(Reception will open at 9:30 a.m.)
- 2. Place:** Conference Room at the Company
3rd floor, Meiji Yasuda Life Osaka Umeda Building
3-3-20 Umeda, Kita-ku, Osaka-shi, Osaka, 530-0001, Japan
- 3. Meeting Agenda:**
- Matters to be reported:**
1. The Business Report and Consolidated Financial Statements for the Company's 123rd Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Board of Corporate Auditors of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company's 123rd Fiscal Year (April 1, 2025 - March 31, 2026)
- Proposals to be resolved:**
- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of Seven (7) Directors
- Proposal 3:** Election of One (1) Substitute Corporate Auditor

End

- If the Electronic Provision Measures Matters are revised, the Company will post that effect and matters before and after the revision on each of the relevant websites.
- The distributed paper copy doubles as the documents including the Electronic Provision Measures Matters based on the request to distribute the paper copy. In accordance with relevant laws and regulations, as well as provisions of the Articles of Incorporation of the Company, the following matters are not included. However, Corporate Auditors and the Accounting Auditor have audited documents subject to audit including the following matters.
 - Business Report
Principal business, Major business locations, Status of employees, Major lenders, Matters concerning the Company's shares, Matters concerning stock acquisition rights of the Company, etc., Status of accounting auditors, Systems to ensure the appropriateness of business activities and status of operation of the systems
 - Consolidated Financial Statements
Consolidated Statements of Changes in Equity, Notes to Consolidated Financial Statements
 - Non-consolidated Financial Statements
Non-consolidated Statements of Changes in Equity, Notes to Non-consolidated Financial Statements

Guide to Exercising Voting Rights

When exercising your voting rights in advance

Exercising your voting rights via the Internet, etc.

(Exercise deadline: To be exercised no later than Thursday, June 25, 2026 at 5:15 p.m. Japan time)

Please access the website (<https://www.web54.net>), with your smart phone, personal computer, or etc. and indicate “for” or “against” for each proposal by following the instructions displayed on the screen.

Exercising your voting rights in writing (by postal mail)

(Exercise deadline: To be arrived no later than Thursday, June 25, 2026 at 5:15 p.m. Japan time)

Please indicate “for” or “against” for each proposal on the enclosed Voting Rights Exercise Form, and return it to us so that it arrives by the exercise deadline.

If neither approval nor disapproval of a proposal is indicated on the Voting Rights Exercise Form, it shall be deemed a vote of approval for proposals.

- If you exercise your voting rights both in writing and via electronic or magnetic means (the Internet, etc.), we will treat the latter as a valid exercise of your voting rights.
- If you exercise your voting rights more than once via electronic or magnetic means (the Internet, etc.), we will treat the last exercise as a valid exercise of your voting rights.

When attending the General Meeting of Shareholders

Date and Time of the General Meeting of Shareholders:

Friday, June 26, 2026, at 10:00 a.m. Japan time (Reception will open at 9:30 a.m.)

When attending the meeting on the day, please submit the enclosed Voting Rights Exercise Form to the reception desk.

- * If you intend to exercise your voting rights by proxy, only one (1) shareholder with voting rights can act as your proxy. In this case, the proxy will be required to submit written proof of his/her right of proxy.

Guide to exercising your voting rights via the Internet, etc.

Deadline for exercise via the Internet

To be exercised no later than Thursday, June 25, 2026 at 5:15 p.m. Japan time.

How to exercise your voting rights with a smart phone, etc.

- ① Read the QR Code on the Voting Rights Exercise Form.
* QR Code is a registered trademark of DENSO WAVE INCORPORATED.
- ② Tap the button of “Exercise your voting right” on the top page of the Portal of Shareholders’ Meeting.
- ③ The top page of “Smart Koshi®” will appear. After that, indicate “for” or “against” for each proposal, following instructions on the screen.

Exercising your voting rights with PC, etc.

Access the following URL and enter your login ID and password indicated on the Voting Rights Exercise Form.

After the login, indicate “for” or “against” for each proposal, following instructions on the screen.

URL of The Portal of Shareholders’ Meeting

▶<https://www.soukai-portal.net>

You can continuously use the Voting Rights Exercise Website as well.

▶<https://www.web54.net>

Notes

- If you would like to change contents of your vote after exercising your voting rights once, you need to enter “Voting Rights Exercise Code” and “Password” stated on the Voting Rights Exercise Form.
- If you exercise your voting rights both in writing and via the Internet, etc., we will deem the latter as a valid exercise of your voting rights. If you exercise your voting rights more than once via the Internet, etc., we will deem the last exercise as a valid exercise of your voting rights.

Contact

Sumitomo Mitsui Trust Bank

Stock Transfer Agency Web Support

Dedicated phone No.: 0120-652-031

(Available from 9:00 to 21:00 Japan time)

Please check out FAQ.

- Institutional investors may use the Electronic Voting Platform for institutional investors operated by ICJ, Inc.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The Company proposes to appropriate its surplus as follows.

1. Matters concerning year-end dividend

The Company uses the level of ROE as its main management indicator, in addition to the amount and rate of increase in orders received, net sales, and profit. Also, with regard to dividends, the Company focuses on stably implementing appropriate dividends according to profit and loss for the period, with the aim of continuously maintaining a consolidated dividend payout ratio of 30% or more.

In accordance with the above policy, we propose the year-end ordinary dividend for the fiscal year under review of 60 yen per share, including an increase of 5 yen per share in the ordinary dividend, as well as a commemorative dividend of 10 yen per share, as the Company marks the 110th anniversary since its founding in October 2026, bringing the total dividend to ¥70 per share. The details are as follows.

Accordingly, the annual dividend for the fiscal year under review will be 90 yen per share, including the interim dividend of 20 yen per share.

Type of dividend property

Cash

Allotment of dividend property to shareholders and the total amount thereof

70 yen per share of common stock of the Company

Of which:

Ordinary dividend 60 yen

Commemorative dividend 10 yen

Total amount: 1,302,867,930 yen

Effective date of appropriation of surplus

Monday, June 29, 2026

Proposal 2: Election of Seven (7) Directors

The terms of office of all seven (7) Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of seven (7) Directors is proposed. The Company has voluntarily set up the Nomination & Remuneration Committee, where Independent Outside Directors account for a majority of its members, and has received a report that the nomination of all the candidates listed below are appropriate.

The candidates for Director are as follows.

| No. | Name | Gender | Current positions and responsibilities at the Company | Attendance at the Board of Directors meetings (the 123rd fiscal year) |
|-----|---|--------|--|---|
| 1 | [Reappointment] Tetsuya Tsubakimoto | Male | Chairman (Representative Director) & CEO | 13/13 |
| 2 | [Reappointment] Masashi Koda | Male | President (Representative Director) & COO; overseeing Overseas Business | 13/13 |
| 3 | [Reappointment] Hiroshi Kasugabe | Male | Director, Executive Managing Officer; overseeing Corporate Administration; in charge of Internal Auditing, Sustainability, Internal Control, Risk Management, and Compliance | 13/13 |
| 4 | [Reappointment] Takuichi Fujishige | Male | Director, Executive Managing Officer; overseeing Sales and Strategic Business Development; General Manager, Strategic Business Development Center; in charge of Engineering Department | 13/13 |
| 5 | [Reappointment] [Outside] [Independent] Yumiko Yasuhara | Female | Outside Director | 13/13 |
| 6 | [Reappointment] [Outside] [Independent] Naomichi Yamamoto | Male | Outside Director | 13/13 |
| 7 | [New appointment] [Outside] [Independent] Koji Suzuki | Male | – | – |

[New appointment]: Candidate for new appointment

[Reappointment] : Candidate for reappointment

[Outside] : Candidate for Outside Director

[Independent] : Candidate for Independent Officer under the rules of Tokyo Stock Exchange, Inc.

| No. | Name (Date of birth) | Career summary, positions and responsibilities | Number of shares of the Company held |
|---|--|---|--|
| 1 | Tetsuya Tsubakimoto (March 11, 1955) [Male] [Reappointment] [Attendance at the Board of Directors meetings] 13/13 | <p>Apr. 1989 Joined the Company</p> <p>Jun. 1991 Director</p> <p>Jun. 1993 Executive Director (Representative Director)</p> <p>Jun. 1997 President (Representative Director)</p> <p>Jul. 2005 President (Representative Director); overseeing SRS Business</p> <p>Jul. 2007 President (Representative Director); overseeing Overseas Business</p> <p>Oct. 2011 President (Representative Director); General Manager, Strategic Business Development Center</p> <p>Jun. 2018 Chairman (Representative Director); in charge of Overseas Business</p> <p>Jun. 2019 Chairman (Representative Director) & CEO (current position)</p> <p>[Significant concurrent position] Not applicable</p> | 98,729 |
| <p>[Reason for nomination as a candidate for Director]</p> <p>Mr. Tetsuya Tsubakimoto has long served as a Representative Director of the Company and has exercised great leadership to lead the Company. A broad perspective and management skills based on the experience are essential to the management of the Company. The Company therefore believes that he will continue to appropriately execute his duties as a Director.</p> | | | |
| 2 | Masashi Koda (November 8, 1958) [Male] [Reappointment] [Attendance at the Board of Directors meetings] 13/13 | <p>Apr. 1981 Joined the Company</p> <p>Apr. 2005 Manager, Eastern Japan Sales Division, Global Business Promotion Group</p> <p>Apr. 2010 President, TSUBACO SINGAPORE PTE. LTD.</p> <p>Oct. 2013 Manager, Strategic Management Center; Manager, Market Planning Department, Strategic Management Center, the Company</p> <p>Jun. 2015 Manager, Tokyo Strategic Management Department, Strategic Management Center</p> <p>Jun. 2016 Director, Corporate Officer; General Manager, Strategic Management Center (in charge of Planning, Public Relations, and Compliance)</p> <p>Jun. 2018 President (Representative Director); in charge of Strategic Management; General Manager, Strategic Management Center (in charge of Planning and Public Relations)</p> <p>Jun. 2019 President (Representative Director) & COO</p> <p>Jun. 2024 President (Representative Director) & COO; overseeing Overseas Business (current position)</p> <p>[Significant concurrent position] Not applicable</p> | 15,030 |
| <p>[Reason for nomination as a candidate for Director]</p> <p>Mr. Masashi Koda has demonstrated his skills in the overseas business as President of an overseas subsidiary and in other roles. He has also engaged in business execution in strategic management and other fields and has served as a Representative Director of the Company since June 2018. He has a wealth of experience, track record, and knowledge.</p> <p>The Company therefore believes that he will continue to leverage these insights to the management of the Company and appropriately execute his duties as a Director.</p> | | | |

| No. | Name (Date of birth) | Career summary, positions and responsibilities | Number of shares of the Company held |
|---|--|--|--|
| 3 | <p>Hiroshi Kasugabe (September 8, 1949) [Male]</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 13/13</p> | <p>Apr. 1972 Joined the Company</p> <p>Oct. 2009 Corporate Officer</p> <p>Jun. 2010 Corporate Officer; in charge of Finance & Accounting</p> <p>Jun. 2011 Director, Corporate Officer</p> <p>Oct. 2011 Director, Corporate Officer; Deputy General Manager, Corporate Administration Center</p> <p>Jun. 2016 Director, Managing Officer; overseeing Corporate Administration; General Manager, Corporate Administration Center; in charge of Internal Auditing</p> <p>Jun. 2022 Director, Executive Managing Officer; overseeing Corporate Administration; General Manager, Corporate Administration Center; in charge of Internal Auditing, Legal Affairs, Credit Control, Public Relations, Internal Control, Risk Management, and Compliance</p> <p>Jun. 2023 Director, Executive Managing Officer; overseeing Corporate Administration; General Manager, Corporate Administration Center; in charge of Internal Auditing, Legal Affairs, Credit Control, Public Relations, Sustainability, Internal Control, Risk Management, and Compliance</p> <p>Apr. 2026 Director, Executive Managing Officer; overseeing Corporate Administration; in charge of Internal Auditing, Sustainability, Internal Control, Risk Management, and Compliance (current position)</p> <p>[Significant concurrent position] Not applicable</p> | 10,786 |
| <p>[Reason for nomination as a candidate for Director]</p> <p>Mr. Hiroshi Kasugabe has long engaged in business execution in the corporate administration and has a wealth of experience and knowledge concerning information management, finance and accounting, human resources and general affairs, and legal affairs.</p> <p>The Company therefore believes that he will continue to leverage these insights to the management of the Company and appropriately execute his duties as a Director.</p> | | | |

| No. | Name (Date of birth) | Career summary, positions and responsibilities | Number of shares of the Company held |
|---|--|---|--|
| 4 | <p>Takuichi Fujishige (November 17, 1956) [Male]</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 13/13</p> | <p>Apr. 1979 Joined the Company</p> <p>Jun. 2009 Corporate Officer; Eastern Japan Sales Headquarters; in charge of System Operation; Manager, System Department I</p> <p>Apr. 2012 Corporate Officer; Deputy General Manager, Eastern Japan Sales Headquarters, Sales Headquarters (in charge of System Operation); GM in charge of ATOM Business Division, and Head of ATOM Business Division, Strategic Business Development Center</p> <p>Jun. 2018 Director, Corporate Officer, General Manager of Eastern Japan Headquarters; General Manager of Eastern Japan Sales Headquarters (in charge of Construction Management); Deputy General Manager, Strategic Business Development Center (in charge of ATOM Business Division)</p> <p>Jun. 2020 Executive Managing Officer; General Manager, Eastern Japan Headquarters; General Manager, Eastern Japan Sales Headquarters (in charge of Construction Management); Deputy General Manager, Strategic Business Development Center (in charge of ATOM Business Division)</p> <p>Jun. 2022 Executive Managing Officer, General Manager, Eastern Japan Headquarters (in charge of Construction Management); Deputy General Manager, Strategic Business Development Center (in charge of ATOM Business Division)</p> <p>Jun. 2024 Director, Executive Managing Officer; overseeing Sales and Strategic Business Development; General Manager, Strategic Business Development Center; in charge of Engineering Department (current position)</p> <p>[Significant concurrent position] Not applicable</p> | 12,351 |
| <p>[Reason for nomination as a candidate for Director]</p> <p>Mr. Takuichi Fujishige has been responsible for sales and strategic business development for many years. Accordingly, he has a wealth of experience, track record, and insight concerning business surrounding the Company.</p> <p>The Company therefore believes that he will continue to leverage these insights to the management of the Company and appropriately execute his duties as a Director.</p> | | | |

| No. | Name (Date of birth) | Career summary, positions and responsibilities | Number of shares of the Company held |
|---|---|--|--|
| 5 | <p>Yumiko Yasuhara (November 30, 1983) [Female]</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Attendance at the Board of Directors meetings] 13/13</p> <p>[Term of office as Director (at the conclusion of this meeting)] 4 years</p> | <p>Dec. 2012 Registered as an attorney in Osaka Bar Association Joined Takeyama Law Office (current position)</p> <p>Jun. 2022 Outside Director, the Company (current position)</p> <p>[Significant concurrent position] Attorney, Takeyama Law Office</p> | 1,514 |
| <p>[Reason for nomination as a candidate for Outside Director and expected roles]</p> <p>Although Ms. Yumiko Yasuhara has no experience in directly engaging in company management, she is an attorney-at-law with considerable specialist knowledge as well as experience as an Outside Director at the Company, and she has contributed to enhancement of decision-making by the Board of Directors, strengthening of supervising function, and improvement in governance. The Company therefore believes that she will appropriately execute her duties as an Outside Director of the Company.</p> <p>When elected, she is expected to contribute to enhancing the legal compliance framework by ensuring transparency and objectivity in the deliberations of the Nomination & Remuneration Committee as its chairperson and by providing advice on compliance leveraging her specialist knowledge.</p> | | | |

| No. | Name (Date of birth) | Career summary, positions and responsibilities | Number of shares of the Company held |
|---|---|---|--------------------------------------|
| 6 | <p>Naomichi Yamamoto (November 18, 1968) [Male]</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Attendance at the Board of Directors meetings] 13/13</p> <p>[Term of office as Director (at the conclusion of this meeting)] 2 years</p> | <p>Oct. 1992 Registered as an Assistant Certified Public Accountant with the Japanese Institute of Certified Public Accountants Joined Arthur Andersen & Co (currently KPMG AZSA LLC)</p> <p>Jan. 1996 Registered as a Certified Public Accountant with the Japanese Institute of Certified Public Accountants</p> <p>Oct. 2001 Registered as an Attorney with the Daini Tokyo Bar Association Joined Tokyo Aoyama Aoki Law Office (currently Baker & McKenzie)</p> <p>May 2007 Graduated from Northwestern University School of Law (LL.M.)</p> <p>May 2012 Opened Naomichi Yamamoto Law Office, Attorney-at-law (current position) Opened Naomichi Yamamoto CPA Office, President (current position)</p> <p>Jun. 2016 Outside Corporate Auditor, the Company</p> <p>Jun. 2024 Outside Director (current position)</p> <p>[Significant concurrent positions] Attorney-at-law, Naomichi Yamamoto Law Office President, Naomichi Yamamoto CPA Office</p> | 7,528 |
| <p>[Reason for nomination as a candidate for Outside Director and expected roles]</p> <p>Although Mr. Naomichi Yamamoto has not been involved directly in corporate management, he is an attorney-at-law and a certified public accountant with considerable specialist knowledge as well as experience as an Outside Corporate Auditor and Outside Director at the Company, and he has contributed to enhancement of decision-making by the Board of Directors, strengthening of supervising function, and improvement in governance. The Company therefore believes that he will appropriately execute his duties as an Outside Director of the Company.</p> <p>When elected, he is expected to contribute to ensuring transparency and objectivity in the election and dismissal of Directors and other members of the management and determination of their compensation from an independent standpoint as a Nomination & Remuneration Committee member as well as to enhancement of reliability in financial reporting by leveraging his specialist knowledge in finance and accounting.</p> | | | |

[Special notes concerning the candidates for Director]

■ Special interests with the Company

There are no special interests between each candidate for Director and the Company.

■ Matters concerning the candidates for Outside Director

Ms. Yumiko Yasuhara, Mr. Naomichi Yamamoto, and Mr. Koji Suzuki are candidates for Outside Director.

■ Matters concerning the Independent Officers

The Company has designated Ms. Yumiko Yasuhara, and Mr. Naomichi Yamamoto as Independent Officers under the rules of Tokyo Stock Exchange, Inc. (TSE) and notified TSE accordingly. If they are elected as originally proposed, they will continue to serve as Independent Officers.

If Mr. Koji Suzuki is elected as originally proposed, he is also expected to serve as Independent Officer.

■ Outline of the liability limitation agreement with the candidates for Director

The Company has entered into an agreement with Ms. Yumiko Yasuhara and Mr. Naomichi Yamamoto pursuant to Article 427, Paragraph 1 of the Companies Act, to limit their liability for damages under Article 423, Paragraph 1 of the said Act to the amount stipulated by laws and regulations. If they are elected as originally proposed, the Company intends to continue the agreement.

If Mr. Koji Suzuki is elected as originally proposed, the Company intends to enter into a liability limitation agreement with the same contents with him.

■ Outline of the directors and officers liability insurance contract to insure the candidates for Director

The Company has entered into a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act, and intends to renew the insurance contract in October 2026. The said insurance contract covers damages that may arise when insured directors and officers assume liability for the execution of their duties or receive a claim related to the pursuit of such liability.

If each candidate is elected as originally proposed, all the candidates will be insured under the said insurance contract.

[Reference]

Skill matrix of Directors and Corporate Auditors after the conclusion of this Annual General Meeting of Shareholders (tentative)

| | Name | ■ Male ◆ Female | Skills (knowledge, experience, ability) that the Company expects | | | | | |
|--------------------|---|--------------------|--|------------------|---------------------|-------------------|-------|------------------|
| | | | Corporate management | Sales/ Marketing | Finance/ Accounting | Legal/ Compliance | DX/IT | Internationality |
| Directors | Tetsuya Tsubakimoto | ■ | ○ | ○ | ○ | ○ | ○ | ○ |
| | Masashi Koda | ■ | ○ | ○ | ○ | ○ | ○ | ○ |
| | Hiroshi Kasugabe | ■ | ○ | | ○ | ○ | ○ | ○ |
| | Takuichi Fujishige | ■ | ○ | ○ | | ○ | ○ | ○ |
| | Yumiko Yasuhara [Outside] [Independent] | ◆ | | | ○ | ○ | | |
| | Naomichi Yamamoto [Outside] [Independent] | ■ | | | ○ | ○ | | |
| | Koji Suzuki [Outside] [Independent] | ■ | ○ | ○ | | ○ | ○ | |
| Corporate Auditors | Osamu Ogawara | ■ | ○ | ○ | | ○ | ○ | ○ |
| | Shinichiro Yamano | ■ | | | ○ | ○ | ○ | ○ |
| | Hitoshi Kobayashi [Outside] | ■ | | | ○ | ○ | | ○ |
| | Tetsuya Yamamoto [Outside] | ■ | ○ | ○ | | ○ | | ○ |

* These are the knowledge, experience, and ability expected of each Director or Corporate Auditor and do not show all the skills each possesses.

* The skill matrix is scheduled to be effective if Proposal 2 is approved and resolved as originally proposed.

Proposal 3: Election of One (1) Substitute Corporate Auditor

The effect of the election of the current substitute Corporate Auditor will expire at the commencement of this General Meeting of Shareholders. Accordingly, the election of one (1) substitute Corporate Auditor is proposed in advance, in the event that the number of Corporate Auditors falls below the number stipulated by laws and regulations.

The consent of the Board of Corporate Auditors has been obtained for this proposal.

The candidate for substitute Corporate Auditor is as follows.

| Name (Date of birth) | Career summary and positions | | Number of shares of the Company held |
|---|--|--|--|
| Yoshihito Ueno (April 9, 1976) [Male] | Oct. 2000 | Registered as an attorney in Dai-Ichi Tokyo Bar Association | 0 |
| | | Joined Nagashima, Ohno & Tsunematsu | |
| | Jun. 2006 | Graduated from The University of Chicago, The Law School (LL.M.) | |
| | May 2007 | Graduated from Georgetown University, Georgetown Law (LL.M. in Taxation) | |
| | Mar. 2008 | Joined Tokyo Aoyama Aoki Koma Law Office (currently Baker & McKenzie) | |
| | May 2015 | Established Ueno Law Office (current position) | |
| | Jan. 2016 | Registered as an Associate Member in the Japanese Institute of Certified Public Accountants (current position) | |
| | Dec. 2020 | Auditor, Toda-Naruo Foundation (current position) | |
| Aug. 2025 | Representative Director, S&Y Company (current position) | | |
| | [Significant concurrent position] Attorney, Ueno Law Office Representative Director, S&Y Company | | |
| [Reason for nomination as a candidate for substitute Outside Corporate Auditor] Mr. Yoshihito Ueno is knowledgeable in company management and also has professional knowledge accumulated as an attorney. The Company therefore believes that he will appropriately execute his duties as an Outside Corporate Auditor by leveraging his knowledge in the auditing system of the Company when he assumes office as an Outside Corporate Auditor. | | | |

- Notes:
1. There are no special interests between Mr. Yoshihito Ueno and the Company.
 2. Mr. Yoshihito Ueno is a candidate for substitute Outside Corporate Auditor.
 3. If Mr. Yoshihito Ueno assumes office as an Outside Corporate Auditor, he will be designated as an Independent Officer under the rules of Tokyo Stock Exchange, Inc. (TSE) and notify TSE accordingly.
 4. If Mr. Yoshihito Ueno assumes office as an Outside Corporate Auditor, pursuant to Article 427, Paragraph 1 of the Companies Act, the Company intends to enter into an agreement with him to limit his liability for damages under Article 423, Paragraph 1 of the said Act to the amount stipulated by laws and regulations.
 5. The Company has entered into a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act, and intends to renew the insurance contract in October 2026. The said insurance contract covers damages that may arise when insured directors and officers assume liability for the execution of their duties or receive a claim related to the pursuit of such liability.
- If Mr. Yoshihito Ueno assumes office as an Outside Corporate Auditor, he will be insured under the said insurance contract.