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(Securities Code 8059)

June 4, 2026

(Start date of measures for electronic provision: June 3, 2026)

To Shareholders with Voting Rights:

Yuji Funawatari
Representative Director,
President & COO
DAIICHI JITSUGYO CO., LTD.
4-6 Kandasurugadai, Chiyoda-ku, Tokyo

**NOTICE OF
THE 103rd ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

It is our pleasure to inform you of the 103rd Annual General Meeting of Shareholders of DAIICHI JITSUGYO CO., LTD. (the “Company”). The meeting will be held for the purposes as described below.

In convening this General Meeting of Shareholders, the Company has taken measures to provide documents electronically. Matters subject to measures for electronic provision are posted on our website.

Please access the following website and browse information on the “103rd Annual General Meeting of Shareholders”.

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

In addition, the information is also posted on the Tokyo Stock Exchange website. Please access Listed Company Search on the Tokyo Stock Exchange website below, enter the issue name (company name) or securities code, search, select “Basic information” and then “Documents for public inspection/PR,” and browse information under “Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting.”

Tokyo Stock Exchange website (Listed Company Search)

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

If you choose not to attend the meeting, you can exercise your voting rights in writing or via the internet. Please review the Reference Documents for the General Meeting of Shareholders included in the matters subject to electronic provision and exercise your voting rights.

- 1. Date and Time:** Thursday, June 25, 2026 at 10:00 a.m. Japan time
- 2. Place:** 4-6 Kandasurugadai, Chiyoda-ku, Tokyo (1F, Ochanomizu sola city)
Room C, sola city Conference Center
- 3. Meeting Agenda:**
 - (1) Matters to be reported:**
 1. The Business Report and Non-consolidated Financial Statements for the Company’s 103rd Fiscal Year (April 1, 2025 - March 31, 2026)
 2. The Consolidated Financial Statements for the Company’s 103rd Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee

(2) Proposal to be resolved:

Proposal: Election of Nine (9) Directors (excluding Directors Who are Audit & Supervisory Committee Members)

4. Matters decided in convening the Meeting:

- (1) If you do not indicate whether you vote for or against a proposal on the Voting Rights Exercise Form, we will deem that you have voted for the proposal.
- (2) If you exercise your voting rights both in writing and via the internet, your vote via the internet will be valid. If you exercise your voting rights via the internet more than once, your last vote will be valid.
- (3) If you are unable to attend the General Meeting of Shareholders, another shareholder with voting rights may attend as the proxy. Please note that the proxy must submit a document evidencing his/her power of representation.

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◎ Pursuant to the provisions of laws and regulations and the Company's Articles of Incorporation, the following matters are not included in the documents sent to our shareholders. The said documents are therefore part of the documents audited by Audit & Supervisory Committee and the Accounting Auditor in preparing the Audit Report.

[Business Report]

- System to Ensure the Appropriateness of Business Activities, Outline of the Operating Status of the System to Ensure the Appropriateness of Business Activities, Policy on Determination of Dividends of Surplus

[Consolidated Financial Statements]

- Consolidated Statement of Changes in Equity, Notes to Consolidated Financial Statements

[Non-consolidated Financial Statements]

- Non-consolidated Statement of Changes in Equity, Notes to Non-consolidated Financial Statements

◎ Should matters subject to measures for electronic provision require revisions, the revised versions will be posted on the Company's website and the Tokyo Stock Exchange website.

## Reference Documents for the General Meeting of Shareholders

### Proposal and References

**Proposal:** Election of Nine (9) Directors (excluding Directors Who are Audit & Supervisory Committee Members)

The terms of office of all nine (9) Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of nine (9) Directors (excluding Directors who are Audit & Supervisory Committee Members), including three (3) Outside Directors.

The candidates for Directors (excluding Directors who are Audit & Supervisory Committee Members) are as follows:

| No. | Name                                                                                                                               | Current position                              | Attendance at Board of Directors meetings |
|-----|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| 1   | <input type="checkbox"/> Reappointment Ichiro Uno                                                                                  | Representative Director,<br>Chairman & CEO    | 14 times / 14 times<br>(100%)             |
| 2   | <input type="checkbox"/> Reappointment Yuji Funawatari                                                                             | Representative Director,<br>President & COO   | 14 times / 14 times<br>(100%)             |
| 3   | <input type="checkbox"/> Reappointment Osamu Fukawa                                                                                | Director, Managing Executive<br>Officer & CFO | 14 times / 14 times<br>(100%)             |
| 4   | <input type="checkbox"/> Reappointment Masatoshi Ueno                                                                              | Director, Managing Executive<br>Officer & CSO | 14 times / 14 times<br>(100%)             |
| 5   | <input type="checkbox"/> Reappointment Shinji Otsuki                                                                               | Director, Managing Executive<br>Officer & CSO | 11 times / 11 times<br>(100%)             |
| 6   | <input type="checkbox"/> Reappointment Shoichiro Okada                                                                             | Director, Managing Executive<br>Officer & CSO | 11 times / 11 times<br>(100%)             |
| 7   | <input type="checkbox"/> Reappointment<br><input type="checkbox"/> Outside<br><input type="checkbox"/> Independent Namika Yamada   | Outside Director                              | 14 times / 14 times<br>(100%)             |
| 8   | <input type="checkbox"/> Reappointment<br><input type="checkbox"/> Outside<br><input type="checkbox"/> Independent Kazuo Nakayama  | Outside Director                              | 14 times / 14 times<br>(100%)             |
| 9   | <input type="checkbox"/> New candidate<br><input type="checkbox"/> Outside<br><input type="checkbox"/> Independent Katsuaki Miyaji |                                               |                                           |

(Note) The number of the Board of Directors meetings does not include written resolutions

| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                   | Past experience, positions and responsibilities at the Company,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | <p data-bbox="231 302 454 403">Ichiro Uno<br/>(November 12, 1959)<br/><u>Reappointment</u></p> <p data-bbox="215 436 470 526">[Number of shares of the<br/>Company held]<br/>52,500</p> <p data-bbox="207 548 478 638">[Attendance at Board of<br/>Directors meetings]<br/>14 times / 14 times (100%)</p> <p data-bbox="207 683 478 817">[Term of office]<br/>10 years (at the conclusion<br/>of this General Meeting of<br/>Shareholders)</p>            | <p data-bbox="582 241 1444 526"> April 1982    Joined the Company<br/> April 2013    Executive Officer, General Manager, Osaka Business Div. and Osaka<br/> Branch Manager<br/> April 2014    Executive Officer, President of DAIICHI JITSUGYO (AMERICA),<br/> INC.<br/> June 2016    Managing Director<br/> April 2017    Representative Director, President &amp; CEO<br/> April 2022    Representative Director, President &amp; CEO<br/> April 2025    Representative Director, Chairman &amp; CEO (to present) </p> <p data-bbox="502 533 1444 873"> [Reason for nomination as a candidate for Director]<br/> Mr. Ichiro Uno has many years of sales experience, mainly in the chemical plant industry,<br/> and served in such key positions as President of a U.S. subsidiary. Since April 2017, as a<br/> Representative Director, he has been engaged in important decision making and supervision<br/> of the execution of the Company's business and has demonstrated strong leadership to<br/> enhance corporate value of the entire Group.<br/> In light of his achievements, we believe that he is highly capable of resolving various<br/> management issues and will continue to manage the Company in a manner that contributes<br/> to the enhancement of corporate value, and therefore request his continued election as a<br/> Director. </p>                                                                                                                                                                                                                                                                                               |
| 2   | <p data-bbox="231 1019 454 1120">Yuji Funawatari<br/>(December 7, 1963)<br/><u>Reappointment</u></p> <p data-bbox="215 1153 470 1243">[Number of shares of the<br/>Company held]<br/>21,100</p> <p data-bbox="207 1265 478 1355">[Attendance at Board of<br/>Directors meetings]<br/>14 times / 14 times (100%)</p> <p data-bbox="207 1400 478 1534">[Term of office]<br/>3 years (at the conclusion<br/>of this General Meeting of<br/>Shareholders)</p> | <p data-bbox="558 884 1444 1288"> April 1987    Joined the Company<br/> October 1997    London Branch Manager, Overseas Div.<br/> July 2012    Managing Director, DJK EUROPE GMBH<br/> April 2017    Executive Officer, General Manager, Pharma Business Div.<br/> April 2019    Executive Officer of the Company, President and Director of DAIICHI<br/> JITSUGYO ASIA PTE. LTD.<br/> April 2021    Managing Executive Officer<br/> April 2023    Managing Executive Officer &amp; CSuO<br/> June 2023    Director, Managing Executive Officer &amp; CSuO<br/> April 2024    Director, Senior Managing Executive Officer &amp; CSuO<br/> April 2025    Representative Director, President &amp; COO (to present)<br/> (In charge of Internal Audit Div. and associated companies) </p> <p data-bbox="502 1294 1444 1662"> [Reason for nomination as a candidate for Director]<br/> Mr. Yuji Funawatari has many years of sales experience, mainly in the industrial<br/> machinery and electronics industries, and served in such key positions as President of<br/> overseas subsidiaries.<br/> From April 2023, as Chief Sustainability Officer (CSuO), he promoted sustainable<br/> business, considering corporate social responsibility and environmental friendliness.<br/> In April 2025, he assumed the position of Chief Operating Officer (COO) and oversees<br/> the execution of the Company's overall operations. The Company believes that he will<br/> be able to continue to manage the Company in a manner that contributes to the<br/> enhancement of corporate value, and therefore requests his continued election as a<br/> Director. </p> |

| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                            | Past experience, positions and responsibilities at the Company,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| 3   | <p>Osamu Fukawa<br/>(May 28, 1968)<br/><u>Reappointment</u></p> <p>[Number of shares of the Company held]<br/>21,800</p> <p>[Attendance at Board of Directors meetings]<br/>14 times / 14 times (100%)</p> <p>[Term of office]<br/>5 years (at the conclusion of this General Meeting of Shareholders)</p>         | <p>April 1992    Joined the Company</p> <p>April 2008    General Manager, DAIICHI JITSUGYO (AMERICA), INC.</p> <p>October 2010    Secretary &amp; Treasurer, DAIICHI JITSUGYO (AMERICA), INC.</p> <p>April 2013    General Manager, Finance Dept., Administration &amp; Accounting Div.</p> <p>October 2015    Deputy General Manager, Accounting Div.</p> <p>April 2019    Executive Officer, General Manager, Administration &amp; Accounting Div.</p> <p>April 2020    Executive Officer, General Manager, Accounting Div.</p> <p>April 2021    Managing Executive Officer, CFO, and General Manager, Accounting Div.</p> <p>June 2021    Managing Director, Managing Executive Officer, CFO, and General Manager, Accounting Div.</p> <p>April 2022    Director, Managing Executive Officer, CFO, and General Manager, Accounting Div.</p> <p>April 2024    Director, Managing Executive Officer &amp; CFO (to present)<br/>(Responsible for Accounting Div., Administration Div., Corporate Planning and Management Dept., and Corporate Communication Dept.)</p> <p>[Reason for nomination as a candidate for Director]<br/>Mr. Osamu Fukawa has outstanding expertise in a wide range of general corporate fields, including finance, accounting, legal affairs, and risk management, both in Japan and overseas through his many years of experience in administration departments and overseas assignments. In light of his achievements in contributing to the Company's sustainable growth based on such knowledge, as well as his leadership demonstrated through the formulation and implementation of financial strategies as CFO, the Company believes that he will be able to continue to manage the Company in a manner that contributes to the enhancement of corporate value, and therefore requests his continued election as a Director.</p> |
| 4   | <p>Masatoshi Ueno<br/>(September 23, 1962)<br/><u>Reappointment</u></p> <p>[Number of shares of the Company held]<br/>23,900</p> <p>[Attendance at Board of Directors meetings]<br/>14 times / 14 times (100%)</p> <p>[Term of office]<br/>7 years (at the conclusion of this General Meeting of Shareholders)</p> | <p>April 1985    Joined the Company</p> <p>April 2003    General Manager, 1st Electronic Precision Fine Device Dept., Precision Machinery Sales Div.</p> <p>October 2008    Deputy General Manager, PFSC Business Operations Div.</p> <p>April 2013    Executive Officer, General Manager, Electronics Business Div.</p> <p>June 2019    Managing Director</p> <p>April 2022    Director, Managing Executive Officer</p> <p>April 2023    Director, Managing Executive Officer &amp; CDO</p> <p>April 2025    Director, Managing Executive Officer &amp; CSO</p> <p>April 2026    Director, Managing Executive Officer &amp; CSO (to present)<br/>(Responsible for Corporate Strategy Div., Digital Innovation Center, ERM Office, and Engineering Center)</p> <p>[Reason for nomination as a candidate for Director]<br/>Mr. Masatoshi Ueno has greatly contributed to the expansion of the Company's domestic and overseas business through his many years of experience in the electronics industry and overseas assignments. As a Director, he has engaged in important decision making and supervision of the execution of the Company's business and led the Company's growth. Since April 2023, he has served as Chief Digital Officer (CDO) and contributed significantly to the Company's management strategy. Since April 2025, as Chief Strategy Officer (CSO), he has been leading formulation and implementation of medium- to long-term corporate strategies. The Company believes that he will be able to continue to manage the Company in a manner that contributes to the enhancement of corporate value, and therefore requests his continued election as a Director.</p>                                                                                                                                                                      |

| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                    | Past experience, positions and responsibilities at the Company,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| 5   | <p style="text-align: center;">Shinji Otsuki<br/>(June 6, 1967)<br/><u>Reappointment</u></p> <p>[Number of shares of the Company held]<br/>16,900</p> <p>[Attendance at Board of Directors meetings]<br/>11 times / 11 times (100%)</p> <p>[Term of office]<br/>1 year (at the conclusion of this General Meeting of Shareholders)</p>     | <p>April 1990    Joined the Company</p> <p>October 2005    Managing Director, DAIICHI JITSUGYO (THAILAND) CO., LTD.</p> <p>October 2015    Deputy General Manager, Electronics Business Div.</p> <p>April 2019    Executive Officer, General Manager, Electronics Business Div.</p> <p>April 2022    Senior Executive Officer, General Manager, Electronics Business Div.</p> <p>April 2023    Managing Executive Officer</p> <p>April 2025    Managing Executive Officer &amp; CSO</p> <p>June 2025    Director, Managing Executive Officer &amp; CSO</p> <p>April 2026    Director, Managing Executive Officer &amp; CSO (to present)<br/>(Responsible for Healthcare Business, Electronics Business, Asia Area, and India Area)</p> <hr/> <p>[Reason for nomination as a candidate for Director]<br/>Mr. Shinji Otsuki has many years of sales experience, mainly in the electronics industry. Having served in such key positions as President of an Asian subsidiary and General Manager of Electronics Business Division, he has led the strengthening and expansion of the Company's business foundation in domestic and overseas markets and contributed to the Company's sustainable growth. Based on these extensive achievements and experience, he has been leading formulation and implementation of medium- and long-term business strategies as Chief Strategy Officer (CSO) since April 2025. The Company believes that he will be able to manage the Company in a manner that will contribute to the enhancement of corporate value, and therefore requests his continued election as a Director.</p>                                                                                                              |
| 6   | <p style="text-align: center;">Shoichiro Okada<br/>(March 31, 1967)<br/><u>Reappointment</u></p> <p>[Number of shares of the Company held]<br/>18,420</p> <p>[Attendance at Board of Directors meetings]<br/>11 times / 11 times (100%)</p> <p>[Term of office]<br/>1 year (at the conclusion of this General Meeting of Shareholders)</p> | <p>April 1990    Joined the Company</p> <p>April 2012    General Manager, Automotive Plastic Div., SHANGHAI YISHI TRADING CO., LTD.</p> <p>October 2014    General Manager, Industrial Machinery Dept., Osaka Business Div.</p> <p>April 2017    Deputy General Manager, Industrial Machinery Business Div.</p> <p>April 2019    Executive Officer, General Manager, Industrial Machinery Business Div.</p> <p>April 2022    Senior Executive Officer, General Manager, Industrial Machinery Business Div.</p> <p>April 2023    Managing Executive Officer</p> <p>April 2025    Managing Executive Officer &amp; CSO</p> <p>June 2025    Director, Managing Executive Officer &amp; CSO (to present)<br/>(Responsible for Industrial Machinery Business, Aviation &amp; Social Infrastructure Business, and China Area)</p> <hr/> <p>[Reason for nomination as a candidate for Director]<br/>Mr. Shoichiro Okada has many years of sales experience, mainly in the industrial machinery and automotive industries, and overseas assignments. Having served in such key positions as General Manager of Industrial Machinery Business Division, he has led the strengthening and expansion of the Company's business foundation in domestic and overseas markets and contributed to the Company's continued growth. Based on these extensive achievements and experience, he has been leading formulation and implementation of medium- and long-term business strategies as Chief Strategy Officer (CSO) since April 2025. The Company believes that he will be able to manage the Company in a manner that will contribute to the enhancement of corporate value, and therefore requests his continued election as a Director.</p> |

| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                 | Past experience, positions and responsibilities at the Company,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| 7   | <p>Namika Yamada<br/>(May 19, 1989)<br/><u>Reappointment</u><br/><u>Outside</u><br/><u>Independent</u></p> <p>[Number of shares of the Company held]<br/>300</p> <p>[Attendance at Board of Directors meetings]<br/>14 times / 14 times (100%)</p> <p>[Term of office]<br/>6 years (at the conclusion of this General Meeting of Shareholders)</p>      | <p>December 2018 Registered as an attorney-at-law</p> <p>January 2019 Joined Kowa Law Office</p> <p>May 2019 Supporting Member, Compliance Team, Ministry of Education, Culture, Sports, Science and Technology (to present)</p> <p>June 2019 Compliance Hotline Contact Person, All Japan Judo Federation (to present)</p> <p>June 2020 Director of the Company (to present)</p> <p>January 2021 Joined Yamada Ozaki Law Office (to present)</p> <p>August 2025 Advisory Member, Reemployment Compliance Team, Ministry of Education, Culture, Sports, Science and Technology (to present)</p> <p>[Significant concurrent position]<br/>Attorney-at-law</p> <p>[Reason for nomination as a candidate for Outside Director and expected roles]<br/>Ms. Namika Yamada has a broad knowledge of corporate legal affairs as an attorney-at-law and has provided flexible and appropriate advice and guidance on compliance and other matters. The Company expects that she will continue to exercise appropriate supervision over the Company's management from an independent standpoint and contribute to the Company's sustainable growth and enhancement of corporate value. Although she has not been involved in corporate management, for the reasons stated above, the Company believes that she will be able to appropriately execute her duties as an Outside Director, and therefore requests her continued election.</p> |
| 8   | <p>Kazuo Nakayama<br/>(February 2, 1957)<br/><u>Reappointment</u><br/><u>Outside</u><br/><u>Independent</u></p> <p>[Number of shares of the Company held]<br/>300</p> <p>[Attendance at Board of Directors meetings]<br/>14 times / 14 times (100%)</p> <p>[Term of office]<br/>3 years (at the conclusion of this General Meeting of Shareholders)</p> | <p>April 1980 Joined MITSUI &amp; CO., LTD.</p> <p>April 2006 General Manager, Planning &amp; Administrative Division</p> <p>June 2008 C.A.O, Asia Pacific Business Unit and S.V.P, Mitsui &amp; Co. (Asia Pacific) Pte. Ltd. (in Singapore)</p> <p>April 2012 Managing Officer, General Manager, Food Business Unit</p> <p>April 2014 Executive Managing Officer, General Manager, Food Business Unit</p> <p>June 2015 Representative Director, Executive Vice President, JA MITSUI LEASING, LTD.</p> <p>June 2020 Adviser</p> <p>March 2021 Outside Director, ISEKI &amp; CO., LTD.</p> <p>June 2023 Director of the Company (to present)</p> <p>[Reason for nomination as a candidate for Outside Director and expected roles]<br/>In addition to having management experience at a general trading company, etc., Mr. Kazuo Nakayama is well-versed in overseas business and has a wealth of knowledge of a wide variety of domestic and overseas industries and has provided useful advice and guidance to the Group from an objective and practical perspective. The Company expects that he will continue to exercise appropriate supervision over the Company's management from an independent standpoint and contribute to the Company's sustainable growth and enhancement of corporate value, and therefore requests his continued election.</p>                                                                       |

| No. | Name<br>(Date of birth)                                                                                                                                                                                                             | Past experience, positions and responsibilities at the Company,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| 9   | <p>Katsuaki Miyaji<br/>(January 27, 1961)</p> <p><input type="checkbox"/> New candidate</p> <p><input type="checkbox"/> Outside</p> <p><input type="checkbox"/> Independent</p> <p>[Number of shares of the Company held]<br/>0</p> | <p>April 1985    Joined Nissan Chemical Corporation</p> <p>June 2010    Director, Head, Chemical Research Laboratories</p> <p>June 2011    Director, Head, Advanced Materials &amp; Planning Department</p> <p>April 2014    Director, Executive Officer, Head, Electronic Materials Research Laboratories</p> <p>October 2014    Executive Officer, Head, Materials Research Laboratories</p> <p>April 2016    Managing Executive Officer, Head, Corporate Planning Department</p> <p>                  Concurrently serving as President, Nissan Chemical America Corporation</p> <p>June 2016    Director, Managing Executive Officer, Head, Corporate Planning Department</p> <p>April 2021    President and Representative Director, Nihon Hiryo Co., Ltd.</p> <p>                  Concurrently serving as President, Marushin Transport &amp; Packaging Co., Ltd., Palynosurvey Co., and Nihon Ringyo Hiryo Co., Ltd.</p> <p>[Reason for nomination as a candidate for Outside Director and expected roles]</p> <p>Mr. Katsuaki Miyaji has held key positions in research and development and management at a materials manufacturer for many years and has extensive experience and deep insight into manufacturing industry. Based on his advanced management capabilities and profound knowledge of research and development strategies, the Company expects that he will provide valuable advice and guidance on management decisions from a multifaceted perspective and contribute to strengthening the Company's management structure and enhancing governance, and therefore requests his election as an Outside Director.</p> |

Special matters regarding candidates for Directors:

1. There are no special interests between each candidate and the Company.
2. The Company has entered into a directors and officers liability insurance contract with an insurance company. The insurance covers damages borne by insured persons due to derivative lawsuits, etc. The candidates will be insured persons under the insurance policy. The Company plans to renew the policy with the similar details at the time of next renewal.

Special matters regarding candidates for Outside Directors:

1. Ms. Namika Yamada, Mr. Kazuo Nakayama, and Mr. Katsuaki Miyaji are candidates for Outside Directors.
2. Ms. Namika Yamada and Mr. Kazuo Nakayama currently serve as Outside Directors of the Company. Their terms of office since their assumption of office will be six years for Ms. Namika Yamada and three years for Mr. Kazuo Nakayama at the conclusion of this General Meeting of Shareholders.
3. The Company has designated and registered Ms. Namika Yamada and Mr. Kazuo Nakayama as Independent Directors as stipulated by the Tokyo Stock Exchange. If they are elected as proposed, they will continue to be registered as Independent Directors.
4. Mr. Katsuaki Miyaji meets the criteria for Independent Directors as stipulated by the Tokyo Stock Exchange and the Company will register him as an Independent Director.
5. The Company has entered into agreements with Ms. Namika Yamada and Mr. Kazuo Nakayama to limit their liability pursuant to Article 423, Paragraph 1 of the Companies Act, and the maximum amount of liability under such agreements is the minimum liability amount provided for in laws and regulations. If they are elected as proposed, the Company will continue such agreements with them.
6. If Mr. Katsuaki Miyaji is elected, the Company will enter into an agreement with him to limit his liability pursuant to Article 423, Paragraph 1 of the Companies Act, and the maximum amount of liability under such agreement will be the minimum liability amount provided for in laws and regulations.
7. Ms. Namika Yamada's name on the family register is Namika Hatakenaka.
8. Ms. Namika Yamada works at Yamada Ozaki Law Office, managed by the Company's legal adviser Mr. Hideo Yamada. The amount of legal fees the Company paid to the Law Office in the fiscal year ended March 31, 2026 did not exceed 10 million yen and constituted less than 1% of net sales of the Company or the Law Office.
9. ISEKI & CO., LTD., where Mr. Kazuo Nakayama served as an Outside Director from March 2021 to March 2024, received a recommendation from the Japan Fair Trade Commission on May 9, 2025, pursuant to the Subcontract Act (currently the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment), based on findings that the company had violated the Act during his tenure. Although he was not aware of these facts in advance, he consistently emphasized the importance of legal compliance at Board of Directors meetings and other opportunities.

< Reference >

Skill matrix of Directors after the conclusion of this General Meeting of Shareholders

If the candidates for Directors in this Notice are elected as proposed, the skills and diversity of Directors will be as follows:

| No. | Name              | Position after conclusion of this General Meeting of Shareholders | Experience, Knowledge, etc.                 |                                                 |                           |                        |                                   |                          |       | Attributes |              |   |
|-----|-------------------|-------------------------------------------------------------------|---------------------------------------------|-------------------------------------------------|---------------------------|------------------------|-----------------------------------|--------------------------|-------|------------|--------------|---|
|     |                   |                                                                   | Corporate management and corporate strategy | Knowledge of the industry, sales, and marketing | International perspective | Finance and accounting | Legal affairs and risk management | Human resources strategy | Other | Gender     | Independence |   |
| 1   | Ichiro Uno        | Representative Director, Chairman & CEO                           | ●                                           | ●                                               | ●                         |                        |                                   |                          | ●     |            | Male         |   |
| 2   | Yuji Funawatari   | Representative Director, President & COO                          | ●                                           | ●                                               | ●                         |                        |                                   |                          | ●     |            | Male         |   |
| 3   | Osamu Fukawa      | Director, Managing Executive Officer & CFO                        |                                             |                                                 | ●                         | ●                      | ●                                 | ●                        |       |            | Male         |   |
| 4   | Masatoshi Ueno    | Director, Managing Executive Officer & CSO                        |                                             | ●                                               | ●                         |                        |                                   | ●                        |       | ●*1        | Male         |   |
| 5   | Shinji Otsuki     | Managing Executive Officer & CSO                                  | ●                                           | ●                                               | ●                         |                        |                                   |                          |       |            | Male         |   |
| 6   | Shoichiro Okada   | Managing Executive Officer & CSO                                  | ●                                           | ●                                               | ●                         |                        |                                   |                          |       |            | Male         |   |
| 7   | Namika Yamada     | Director                                                          |                                             |                                                 |                           |                        |                                   | ●                        |       |            | Female       | ● |
| 8   | Kazuo Nakayama    | Director                                                          | ●                                           |                                                 | ●                         |                        |                                   |                          |       | ●*2        | Male         | ● |
| 9   | Katsuaki Miyaji   | Director                                                          | ●                                           |                                                 | ●                         |                        |                                   |                          |       | ●*2        | Male         | ● |
|     | Takahiro Toyozumi | Director who is an Audit & Supervisory Committee Member           |                                             |                                                 | ●                         |                        |                                   | ●                        | ●     |            | Male         |   |
|     | Mitsuyoshi Koyama | Director who is an Audit & Supervisory Committee Member           |                                             |                                                 |                           |                        | ●                                 |                          |       |            | Male         | ● |
|     | Akiko Ono         | Director who is an Audit & Supervisory Committee Member           |                                             |                                                 |                           |                        | ●                                 |                          |       |            | Female       | ● |

\*1 Technology, IT, and DX

\*2 Knowledge of other industries

< Reference >

### Policy on Cross-shareholdings and Their Reduction

The Company regards the reduction of cross-shareholdings as one of its key management issues, with the aim of improving capital efficiency and strengthening corporate governance.

The Company's policy is to hold shares of other companies only when it judges that such shareholdings contribute to the medium- to long-term enhancement of the Company's corporate value, taking into account whether they are necessary for the purpose of business expansion, business creation, maintenance and strengthening of cooperative relationships, and business operations. If the Company judges that the rationale for holding such shares cannot be verified, it sells the shares after taking into consideration the circumstances of the cross-shareholding partner. The Board of Directors confirms the status of cross-shareholdings each quarter and decides whether to continue or reduce such shareholdings after verifying the purpose, medium- to long-term economic rationale, and whether the benefits are commensurate with the cost of capital. In the fiscal year ended March 31, 2026, the Company reduced shares in five issuers.

As a result, as of March 31, 2026, cross-shareholdings amounted to 13,140 million yen (36 issues), and the ratio of cross-shareholdings to consolidated net assets was 14.49%.

| Classification              |          | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----------------------------|----------|------|------|------|------|------|
| Number of issuers (issuers) | Listed   | 34   | 31   | 27   | 24   | 21   |
|                             | Unlisted | 20   | 17   | 17   | 17   | 15   |
|                             | Total    | 54   | 48   | 44   | 41   | 36   |

