



September 30, 2026

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### **Notice Regarding the Revision of the Retirement Age System for Officers**

The Company hereby announces that, at the meeting of the Board of Directors held today, it resolved to revise its retirement age system for officers for the purposes of sustainably enhancing corporate value and achieving planned management succession, as set forth below.

#### Details

##### 1. Purpose of the Revision

Under the philosophy of "To operate the Company for the sake of employees, their families, customers, business partners, shareholders, local communities, and ultimately the nation," the Company has practiced management from a long-term perspective.

We believe that, in order for the Company to continue to grow sustainably into the future and remain an enterprise that society needs, it is important that the current management fulfill its responsibilities while continuously developing human resources who will lead the next generation of management, and that management responsibilities and authority be handed over to the next generation at an appropriate time.

To date, the Company has set the retirement age at 60 for Directors (excluding Outside Directors) and Executive Officers, while allowing reappointment after the retirement age in cases where the Company deems it necessary.

This approach is intended not to judge an individual's abilities and experience uniformly on the basis of age alone, but rather to leverage the experience and insights cultivated over many years in the Company's management.

At the same time, the Company has positioned human resource development as an important management issue and has continuously worked on the growth of each individual employee and on the development and appointment of management talent who will lead the next generation.

As a result, talented human resources to whom the future management of the Company can be confidently entrusted have steadily grown in each business and division, and the pool of management talent has deepened.

In light of these circumstances, in order to provide next-generation human resources with opportunities to assume management responsibilities at an appropriate time and to further promote planned management succession and the renewal of the management structure, the Company has decided to maintain the existing retirement age of 60 while positioning the age of 70 as the milestone for handing over management responsibilities and authority to the next generation, and to clarify that no reappointment will be made after an officer reaches the age of 70.

In addition, even after an officer retires, if the Company requires his or her experience and insights and the individual also wishes to continue contributing to the Company, he or she may serve as a Senior Advisor, Advisor, or in a similar capacity, applying his or her capabilities to the development of successors and the provision of advice to management.

By steadily handing over management responsibilities and authority to the next generation and passing on the experience and insights cultivated over many years, the Company will work to build a management structure in which human resources can demonstrate their capabilities across generations.

## 2. Overview of the Revision of the System

| Category                                   | Current System                                                                                                                                                    | This Revision                                                                  |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Directors<br>(excluding Outside Directors) | Retirement age of 60. Even after the retirement age, reappointment may be proposed to the General Meeting of Shareholders by resolution of the Board of Directors | Retirement age of 60 maintained. No reappointment after reaching the age of 70 |
| Executive Officers                         | Retirement age of 60. Reappointment possible after the retirement age by resolution of the Board of Directors                                                     | Retirement age of 60 maintained. No reappointment after reaching the age of 70 |
| Outside Director                           | No uniform retirement age based on age                                                                                                                            | No change                                                                      |
| Senior Advisors, Advisors, etc.            | —                                                                                                                                                                 | Not subject to this system                                                     |

Furthermore, with respect to Directors (excluding Outside Directors), if a Director reaches the age of 70 during his or her term of office, in view of the term of office under the Companies Act, he or she shall retire at the conclusion of the next Ordinary General Meeting of Shareholders following the date on which he or she reaches the age of 70, and shall not be reappointed thereafter.

\* The specific timing of retirement for Executive Officers shall be stipulated in the Company's Regulations on Executive Officers and other relevant rules.

## 3. Effective Date

October 1, 2026

#### 4. Going Forward

Based on the belief that human resources are the most important asset supporting a company's sustainable growth, the Company will continue to actively promote the development and appointment of human resources who will lead the next generation.

In addition, rather than treating the generational transition as a mere change of positions, the Company will regard it as an opportunity to reliably pass on to the next generation the philosophy, experience, and insights it has cultivated over many years, and will work to build a stronger and more sustainable management structure.

Through contributions to all stakeholders, including employees and their families, customers, business partners, shareholders, and local communities, the Company will strive to achieve sustainable growth and enhance corporate value over the medium to long term.

The above

Note: This document has been translated by AI from a part of the Japanese original for reference purposes only.