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To whom it may concern:

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Notice concerning the introduction of a performance-linked stock compensation plan

In a meeting held today, the Board of Directors of Kamigumi Co., Ltd. (“Company” hereinafter) resolved to revise the officer compensation system and introduce a performance-linked stock compensation plan (“Plan” hereinafter) and submit a proposal regarding the Plan to the 87th Ordinary General Meeting of Shareholders scheduled for June 26, 2026 (“Shareholders’ Meeting” hereinafter), as described below.

Details

1. Purpose of introducing the Plan

Currently, the compensation system for Company Directors (excluding external Directors; “Eligible Directors” hereinafter) consists of monthly basic compensation (cash compensation) and medium- and long-term compensation (stock compensation).

The Company has decided to revise the officer compensation system and introduce this new Plan with the aim of more explicitly linking officer compensation, Company performance, and Company share value, providing officers with incentives to achieve the performance targets set in the Company’s Medium-Term Management Plan and sustainably improve corporate value by improving medium- to long-term business performance, as well as promoting further value-sharing with shareholders.

Under this Plan, Eligible Directors shall receive compensation consisting of monetary compensation claims for the allocation of shares of Company common stock and cash payments to secure funds for tax payments. Therefore, the introduction of this Plan is conditional upon obtaining shareholder approval at the Shareholders’ Meeting for the provision of such compensation.

With regard to the compensation of Company Directors, a resolution passed at the 81st Ordinary General Meeting of Shareholders convened on June 26, 2020 set the maximum compensation for Directors at ¥600 million per year (of which ¥50 million is the maximum compensation for external Directors; excluding the employee salary portions for Directors serving concurrently as employees). Separately, a resolution passed at the 80th Ordinary General Meeting of Shareholders convened on June 27, 2019 set the maximum stock compensation (restricted share-based compensation) for Directors (excluding external Directors) at ¥30 million per year (excluding employee salary portions for Directors serving concurrently as employees) and granted them up to 12,000 shares per year. The Company plans to request approval at the Shareholders’ Meeting to introduce the new Plan to establish a new

compensation framework for Eligible Directors, separate from the above-mentioned compensation frameworks.

2. Plan summary

The new compensation framework the Company is introducing is a performance-linked stock compensation plan to deliver shares of Company common stock and make cash payments in accordance with the performance achieved against the performance targets set in advance by the Company Board of Directors.

For the delivery of shares, Eligible Directors shall contribute, as property contributed in kind, the monetary compensation claims granted by the Company under the Plan, and in exchange shall receive the issuance or disposal of shares of Company common stock. In addition, the Company shall make cash payments under the Plan to cover tax payments.

Under the Plan, as a general rule, the Board of Directors shall in advance set performance targets for the performance evaluation period covered by the Medium-Term Management Plan and, based on the degree of achieving such targets, the Company shall deliver shares of Company common stock and make cash payments after the end of the performance evaluation period. The total amount of monetary compensation claims and cash to be granted to Eligible Directors under the Plan shall not exceed ¥200 million per year (excluding employee salary portions of Directors serving concurrently as employees). In addition, the total number of shares of Company common stock to be issued or disposed of after the end of the performance evaluation period shall not exceed 16,000 shares per year. Plans call for the first performance evaluation period to be the four-year period from the fiscal year ending March 31, 2027 through the fiscal year ending March 31, 2030, and the performance evaluation indicators to be consolidated ROE, TSR, CO2 emissions reduction, and employee engagement score. However, the Plan may continue after the end of this performance evaluation period within the scope approved at the Shareholders' Meeting. (Note: Since the first performance evaluation period is four fiscal years, the lump-sum amount paid for that period shall be capped at ¥800 million [excluding employee salary portions of Directors serving concurrently as employees], and the total number of shares to be delivered in a lump sum for that period shall be capped at 64,000 shares.)

The specific timing and details of payments to individual Eligible Directors under the Plan shall be determined by the Board of Directors. The Board of Directors shall also determine the paid-in amount per share of stock under the Plan, within a range that is not particularly advantageous to the Eligible Directors receiving the shares, based on the closing price of a share of Company common stock on the Tokyo Stock Exchange on the business day immediately preceding the date of each Board of Directors resolution on the delivery of shares of Company common stock (or, if no transactions take place on that date, the closing price on the most recent trading date prior to that date).

In certain circumstances, such as where an Eligible Director retires due to death after the start of the target period and before the delivery date of shares, or if approved in connection with certain organizational restructuring during the target period, such Eligible Director or a person who succeeds to the rights in accordance with predetermined procedures shall receive cash payments in place of the delivery of shares.

Furthermore, the Company plans to introduce, by resolution of the Board of Directors, a plan similar to that for Eligible Directors under the Plan for delegated executive officers who are not serving concurrently as Company Directors.