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Securities Code: 9619

Date of sending by postal mail: June 2, 2026

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To our shareholders:

Masashi Kuroda, President and CEO  
**ICHINEN HOLDINGS CO., LTD.**  
4-10-6, Nishinakajima, Yodogawa-ku, Osaka-shi

## **Notice of the 64th Annual General Meeting of Shareholders**

You are cordially notified of the 64th Annual General Meeting of Shareholders of ICHINEN HOLDINGS CO., LTD. (the “Company”), which will be held as indicated below.

**In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken; hereinafter also referred to as “items subject to measures for electronic provision”) in electronic format, and has posted the information on each of the following websites. Please access either of the websites to view the information.**

**The Company’s website:**

**<https://www.ichinenhd.co.jp/en/>**

**(From the above website, select “Investor Relations,” and then scroll down to “Notice of Annual General Meeting of Shareholders.”)**

**Website for posted informational materials for the general meeting of shareholders:**

**<https://d.sokai.jp/9619/teiji/>**

**Note: The website is available only in Japanese.**

**TSE website (Listed Company Search):**

**<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)**

**(Access the TSE website by using the internet address shown above, enter “ICHINEN HOLDINGS” in “Issue name (company name)” or the Company’s securities code “9619” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”)**

**If you do not attend the General Meeting of Shareholders, you can exercise your voting rights in advance via the Internet, etc. or in writing (by postal mail). Please review the Reference Documents for General Meeting of Shareholders, and exercise your voting rights by 5:45 p.m. on Tuesday, June 16, 2026 (JST).**

- 1. Date and Time:** Wednesday, June 17, 2026, at 10:00 a.m. (JST)  
(The reception desk will open at 9:00 a.m.)
- 2. Venue:** Hotel Nikko Osaka 5F, (Ball Room Tsuru)  
1-3-3, Nishi-Shinsaibashi, Chuo-ku, Osaka-shi

**3. Purpose of the Meeting**

**Matters to be reported:**

1. The Business Report and the Consolidated Financial Statements for the 64th fiscal year (from April 1, 2025 to March 31, 2026), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
2. The Non-consolidated Financial Statements for the 64th fiscal year (from April 1, 2025 to March 31, 2026)

**Matters to be resolved:**

- Proposal No. 1**      Appropriation of Surplus
- Proposal No. 2**      Election of Two Directors
- Proposal No. 3**      Election of One Audit & Supervisory Board Member

- When you attend the meeting, you are kindly requested to present the voting form at the reception.
- **Gifts will not be distributed to attending shareholders.**
- **There will be no shareholder roundtable session** after the Annual General Meeting of Shareholders.
- Among items subject to measures for electronic provision, “Details of Major Business,” “Main Business Offices and Factories,” “Status of Employees,” “Status of Major Borrowers,” “Other Significant Matters relating to the Current Status of Corporate Groups,” “Status of Stock Acquisition Rights, etc.,” “Status of Accounting Auditors,” “System and Policies of the Company” in the Business Report, the “Consolidated Statement of Changes in Equity” and the “Notes to Consolidated Financial Statements” in the Consolidated Financial Statements, and the “Non-consolidated Statement of Changes in Equity” and the “Notes to Non-consolidated Financial Statements” in the Non-consolidated Financial Statements are posted on the aforementioned websites, and not included in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company.  
Audit & Supervisory Board Members and the Financial Auditor have audited the documents subject to audits, including the above items.
- If any changes are made to items subject to measures for electronic provision, a notice of the revisions and the details of the items before and after the revisions will be posted on each of the aforementioned websites.

## Reference Documents for General Meeting of Shareholders

### Proposal No. 1 Appropriation of Surplus

The Company considers the return of profits to shareholders to be one of management's top priorities. Accordingly, the Company's basic policy is to distribute the profits that reflects the Company's performance on a stable and continual basis. The Company has given consideration to the future business development and other factors, and it proposes to pay year-end dividends and other appropriation of surplus for the 64th fiscal year as follows:

1. Year-end dividends
  - (i) Type of dividend property  
Cash
  - (ii) Allotment of dividend property and their aggregate amount  
¥42 per common share of the Company  
Total dividends: ¥994,446,936
  - (iii) Effective date of dividends of surplus  
June 18, 2026
  
2. Other appropriation of surplus
  - (i) Item of surplus to be increased and amount of increase  
Reserve for dividend equalization: ¥580,000,000  
General reserve: ¥900,000,000
  - (ii) Item of surplus to be decreased and amount of decrease  
Retained earnings brought forward: ¥1,480,000,000

**Proposal No. 2** Election of Two Directors

The terms of office of the three Directors Guntaro Kawamura, Toshie Shimomura and Aki Miyaguchi will expire at the conclusion of this meeting. Therefore, the Company proposes the election of two Directors.

The candidates for Director are as follows:

| Candidate No.  | Name<br>(Date of birth)   | Career summary, position and responsibility<br>(Significant concurrent positions outside the Company)  | Number of the Company's shares owned |
|--|---|--|--------------------------------------|
| 1  | Guntaro Kawamura<br>(January 8, 1945)<br><br>Reelection<br>Outside<br>Independent<br><br>Attendance at Board of<br>Directors meetings<br>14/15<br>(93%) | Apr. 1967      Joined Daikin Industries, Ltd.<br>Dec. 1988      General Manager of Human Resources<br>Department<br>June 1996      Director and Deputy General Manager of<br>Global Operations Division, General Manager<br>of Marketing Department of said division<br>June 1998      Director and Deputy General Manager of<br>Global Operations Division<br>June 2000      Managing Director in charge of Human<br>Resources and General Affairs, Deputy General<br>Manager of Global Operations Division<br>June 2002      Senior Managing Director in charge of Human<br>Resources and China region<br>June 2004      Member of the Board and Senior Executive<br>Officer, responsible for Chemicals Business and<br>General Manager of Yodogawa Plant<br>June 2015      Outside Director of Sumitomo Precision<br>Products Co., Ltd.<br>Apr. 2018      Joined ICHINEN HOLDINGS CO., LTD as an<br>Advisor<br>June 2018      Outside Director (to present)<br>(Significant concurrent positions outside the Company)<br>Special Advisor of Daikin Industries, Ltd. | - shares                             |
| <p>Reasons for selection as candidates for outside Director and expected roles</p> <p>The Company has nominated Guntaro Kawamura as a candidate for outside Director as it expects him to continuously contribute valuable and appropriate advice and proposals concerning overall management as an outside Director based on his long-standing experience and advanced knowledge in corporate management and corporate governance. Furthermore, if he is elected, the Company deems that he will contribute to improvement in the Group's medium- to long-term corporate value by providing advice on management and marketing strategy and recommendations on management issues in global markets.</p> |   |  |                                      |

| Candidate No.   | Name<br>(Date of birth)  | Career summary, position and responsibility<br>(Significant concurrent positions outside the Company)   | Number of the Company's shares owned |
|---|--|---|--------------------------------------|
| 2   | Aki Miyaguchi<br>(January 19, 1967)<br><br>Reelection<br>Outside<br>Independent<br><br>Attendance at Board of<br>Directors meetings<br>15/15<br>(100%) | <p>Mar. 1989 Graduated from Undergraduate School of Sociology, Kwansai Gakuin University</p> <p>Oct. 1989 Joined Ota Showa Audit Corporation (currently Ernst &amp; Young ShinNihon LLC.)</p> <p>Mar. 1993 Registered as a certified public accountant</p> <p>Apr. 2024 President of Aki Miyaguchi Certified Public Accountant Office (to present)</p> <p>June 2024 Outside Director of the Company (to present)</p> <p>June 2024 External Director, Member of the Board, and Audit &amp; Supervisory Committee Member of Sanyo Special Steel Co., Ltd. (to present)</p> <p>June 2025 Outside Audit &amp; Supervisory Board Member of TAKARA HOLDINGS INC. (to present)</p> <p>(Significant concurrent positions outside the Company)</p> <p>President of Aki Miyaguchi Certified Public Accountant Office</p> <p>External Director, Member of the Board, and Audit &amp; Supervisory Committee Member of Sanyo Special Steel Co., Ltd.</p> <p>Outside Audit &amp; Supervisory Board Member of TAKARA HOLDINGS INC.</p> | - shares                             |
| <p>Reasons for selection as candidates for outside Director and expected roles</p> <p>The Company has nominated Aki Miyaguchi as a candidate for outside Director as it expects her to continuously contribute valuable and appropriate advice and proposals concerning the Company's management as an outside Director based on her long-standing, extensive audit experience as a certified public accountant and advanced knowledge in financing and accounting. Although she has no direct experience of being involved in the corporate management of a company, the Company judges she will be able to leverage her expertise to sustainably increase the Group's corporate value based on the above reasons.</p> |  |   |                                      |

- Notes:
1. There is no special interest between any of the candidates and the Company.
  2. The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, with an insurance company. This policy covers losses, etc. incurred by the insured in cases where they are liable for damages arising from their performance of duties. If each candidate is reelected as Director of the Company, each of them will be the insured under this policy. Furthermore, the term of this policy is one year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.
  3. Guntaro Kawamura and Aki Miyaguchi are candidates for outside Director.
  4. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has entered into agreements with Guntaro Kawamura and Aki Miyaguchi to limit their liability for damages under Article 423, paragraph (1) of the same Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under laws and regulations. If their reelections are approved, the Company plans to renew the aforementioned agreements with them.
  5. The Company has submitted notifications to Tokyo Stock Exchange, Inc. that Guntaro Kawamura and Aki Miyaguchi have been appointed as independent officers as provided for by the aforementioned exchange. If their reelections are approved, the Company plans for their appointment as independent officers to continue.
  6. Guntaro Kawamura is currently an outside Director of the Company, and at the conclusion of this meeting, his tenure as outside Director will have been eight years.
  7. Aki Miyaguchi is currently an outside Director of the Company, and at the conclusion of this meeting, her tenure as outside Director will have been two years.

(Reference)

**Expertise and Experience of Directors (Skill Matrix)**

If Proposal No. 2 is approved and adopted as proposed at this Annual General Meeting of Shareholders, the expertise and experience of Directors shall be as follows:

**[Reasons for Selection of Each Skill Set in the Skill Matrix]**

| Skill set                            | Reason for selection   |
|--------------------------------------|--|
| Business management                  | This skill set has been selected premised on the notion that the Group needs officers with in-depth knowledge and extensive experience regarding corporate management in order to attain sustainable growth, including achievement of the medium- to long-term business objectives of the Group, amid a scenario of future uncertainty given a drastically changing environment surrounding each of its businesses.  |
| Global business                      | Having positioned the expansion of its overseas business as a driver of future growth, the Group has accordingly set a long-term target of achieving an overseas sales ratio of 20%. This skill set has been selected premised on the notion that the Group needs officers with experience and insight in areas that include global corporate management and overseas business management, as well as promotion of projects associated with overseas business expansion, in order to achieve this target.  |
| Management planning/M&A              | Given its management policy of enhancing business stability and achieving sustainable profit growth by seeking a more diverse range of business domains, the Group accordingly promotes expansion with respect to business domains and scale of operations leveraging M&As for such ends. This skill set has been selected premised on the notion that the Group needs officers with practical experience and expertise related to management planning and M&As in order to formulate a growth story and implement strategies through the development of an optimal business portfolio.  |
| IT/DX                                | This skill set has been selected premised on the notion that the Group needs officers with experience and insight related to IT and DX given the view that harnessing IT is essential with respect to enhancing managerial efficiency and bringing about transformation of business.   |
| Finance and accounting               | This skill set has been selected premised on the notion that the Group needs officers with experience and insight related to finance and accounting in order to strengthen future-oriented growth investment and shareholder returns by carrying out precise financial reporting and building a solid financial platform.  |
| Legal/Risk management                | This skill set has been selected premised on the notion that the Group needs officers with experience and insight related to legal affairs and risk management. This is required in building an appropriate governance structure in seeking to enhance sustainability of corporate value, and is also required given the further escalating importance of risk management in the course of aiming to engage in global business going forward.  |
| Human resource development/Diversity | The notion of addressing the changing business environment, contending with market needs, and taking on international business expansion going forward, hinges on securing diverse human resources and enhancing skills of individual employees, while also giving rise to the need for fostering a corporate culture conducive to valuing employee diversity and enabling such employees to make the most of their abilities. This skill set has been selected premised on the notion that the Group needs officers with experience and insight associated with human resource development and diversity management to achieve such aims. |
| Sustainability/ESG                   | Ensuring that the Group continues to serve as a necessary presence in society well into the future requires not only expanding economic value through business growth, but also contributing to the creation of social value by taking on sustainability challenges encompassing elements of ESG through our business. Accordingly, this skill set has been selected premised on the notion that the Group needs officers with insight associated with environmental and social challenges as well as sustainability, and also with experience and insight with respect to facilitating projects related to the environment and CSR.       |

**[Skill Matrix]**

|  | Business management | Global business | Management planning/M&A | IT/DX | Finance and accounting | Legal/Risk management | Human resource development/<br>Diversity | Sustainability/ESG |
|--|---------------------|-----------------|-------------------------|-------|------------------------|-----------------------|--|--------------------|
| <b>Masashi Kuroda</b>                      | ○                   | ○               | ○                       | ○     |                        | ○                     |  | ○                  |
| <b>Katsuhiko Kuroda</b>                    | ○                   | ○               |                         |       |                        |                       | ○  | ○                  |
| <b>Tadashi Muranaka</b>                    |                     |                 |                         | ○     | ○                      | ○                     |  | ○                  |
| <b>Hisako Imoto</b>                        |                     | ○               | ○                       |       |                        |                       | ○  | ○                  |
| <b>Heihachi Kimura</b>                     | ○                   |                 |                         |       | ○                      | ○                     | ○  |                    |
| <b>Yasuyuki Hiroto</b><br><b>Outside</b>   | ○                   | ○               | ○                       | ○     |                        |                       |  |                    |
| <b>Guntaro Kawamura</b><br><b>Outside</b>  | ○                   | ○               | ○                       |       |                        |                       | ○  |                    |
| <b>Hitoshi Tsunekage</b><br><b>Outside</b> | ○                   |                 | ○                       | ○     | ○                      |                       |  |                    |
| <b>Aki Miyaguchi</b><br><b>Outside</b>     |                     |                 |                         |       | ○                      |                       | ○  | ○                  |

**Proposal No. 3** Election of One Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member Kazuyuki Nakagawa will expire at the conclusion of this meeting. Therefore, the Company proposes the election of one Audit & Supervisory Board Member. In addition, the consent of the Audit & Supervisory Board has been obtained for this proposal. The candidate for Audit & Supervisory Board Member is as follows:

| Name<br>(Date of birth)  | Career summary and position<br>(Significant concurrent positions outside the Company)  | Number of the<br>Company's shares<br>owned |
|--|--|--|
| <p>Kazuyuki Nakagawa<br/>(March 30, 1957)</p> <p>Reelection<br/>Outside<br/>Independent</p> <p>Attendance at Board of<br/>Directors meetings<br/>15/15<br/>(100%)</p> <p>Attendance at Audit &amp;<br/>Supervisory Board meetings<br/>12/12<br/>(100%)</p> | <p>Oct. 1980    Joined Showa Audit Corporation (currently Ernst &amp; Young ShinNihon LLC.)</p> <p>Sept. 1982    Registered as a certified public accountant</p> <p>May 1994    Employee of Showa Audit Corporation (currently Ernst &amp; Young ShinNihon LLC.)</p> <p>May 2002    Representative Partner of Shin Nihon &amp; Co. (currently Ernst &amp; Young ShinNihon LLC.)</p> <p>July 2017    President of Kazuyuki Nakagawa Public Accountant Office (to present)</p> <p>Sept. 2017    Registered as a certified public tax accountant</p> <p>Jan. 2018    Outside Audit &amp; Supervisory Board Member of LONGLIFE HOLDING Co., Ltd.</p> <p>June 2018    Outside Audit &amp; Supervisory Board Member of the Company (to present)</p> <p>Apr. 2019    Outside Audit &amp; Supervisory Board Member of TOHO Co., Ltd. (to present)</p> <p>June 2024    Outside Audit &amp; Supervisory Board Member of BlueMeme Inc. (to present)</p> <p>(Significant concurrent positions outside the Company)</p> <p>President of Kazuyuki Nakagawa Public Accountant Office</p> <p>Outside Audit &amp; Supervisory Board Member of TOHO Co., Ltd.</p> <p>Outside Audit &amp; Supervisory Board Member of BlueMeme Inc.</p> | <p>3,200 shares</p>                        |

Reasons for election as candidate for outside Audit & Supervisory Board Member  
The Company has nominated Kazuyuki Nakagawa as a candidate for outside Audit & Supervisory Board Member as it deems that he can continuously contribute valuable and appropriate advice and proposals from an objective standpoint as an outside Audit & Supervisory Board Member by reflecting his extensive experience as a certified public accountant and his advanced knowledge of finance and accounting in the Company's auditing operations. Although he has no direct experience of being involved in the corporate management of a company, the Company judges he will appropriately fulfill his duties as an outside Audit & Supervisory Board Member based on the above reasons.

- Notes:
1. There is no special interest between the candidate and the Company.
  2. The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, with an insurance company that includes all Audit & Supervisory Board Members of the Company as the insured. This policy covers losses, etc. incurred by the insured in cases where they are liable for damages arising from their performance of duties. If Kazuyuki Nakagawa is reelected as Audit & Supervisory Board Member of the Company, he will be the insured under this policy. Furthermore, the term of this policy is one year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.
  3. Kazuyuki Nakagawa is a candidate for outside Audit & Supervisory Board Member.
  4. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has entered into an agreement with Kazuyuki Nakagawa to limit his liability for damages under Article 423, paragraph (1) of the same Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under laws and regulations. If his reelection is approved, the Company plans to renew the aforementioned agreement with him.
  5. The Company has submitted a notification to Tokyo Stock Exchange, Inc. that Kazuyuki Nakagawa has been appointed as an independent officer as provided for by the aforementioned exchange. If his reelection is approved, the Company plans for his appointment as an independent officer to continue.
  6. Kazuyuki Nakagawa is currently an outside Audit & Supervisory Board Member of the Company, and at the conclusion of this meeting, his tenure as an Audit & Supervisory Board Member will have been eight years.