

This document is an unofficial translation and summary of the Notice of the 80th General Meeting of Shareholders and is provided for your convenience only, without any warranty as to its accuracy or as to the completeness of the information. The Japanese original version of the document is the sole official version.

Securities code: 9987

June 2, 2026

To our shareholders:

Shigeru Asano
President and CEO
SUZUKEN CO., LTD.
8 Higashikataha-machi Higashi-ku, Nagoya

NOTICE OF THE 80th GENERAL MEETING OF SHAREHOLDERS

You are hereby notified that the 80th General Meeting of Shareholders of SUZUKEN CO., LTD. (the “Company”) will be held as described hereunder.

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. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and has posted the information on the Company’s website. Please access the website using the Internet address shown below to view the information.

The Company’s website:

<https://www.suzuken.co.jp/ir/stockinfo/generalmeeting.html> (in Japanese)

In addition to posting items subject to measures for electronic provision on the Company’s website, it is also posted on the website of the Tokyo Stock Exchange (TSE). If you are unable to view the information on the Company’s website, please view it via the following website.

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 the issue name (company name) or securities code, and click “Search,” and then click “Basic information” and select “Documents for public inspection/PR information.”)

- * Regarding the materials for this General Meeting of Shareholders, regardless of whether or not a request for delivery of written materials is made, they will be uniformly sent in written form as in the past (excluding Notes to Consolidated Financial Statements and Notes to Non-Consolidated Financial Statements).

If you are unable to attend the meeting, you may exercise your voting rights via the Internet, etc. or in writing. Please review the Reference Documents for the General Meeting of Shareholders described below, and exercise your voting rights by the close of the Company’s business hours (5:15 p.m.) on Tuesday, June 23, 2026 (Japan Standard Time).

1. Date and Time: Wednesday, June 24, 2026 at 10:00 a.m. (Japan Standard Time)

2. Venue: SUZUKEN Head Office, 2F Hall
8 Higashikataha-machi Higashi-ku, Nagoya

3. Purposes:

Items to be reported:

1. Business Report and Consolidated Financial Statements for the 80th Fiscal Year (from April 1, 2025 to March 31, 2026) and Reports of Audit on the Consolidated Financial Statements by Financial Auditor and the Audit and Supervisory Committee
2. Non-Consolidated Financial Statements for the 80th Fiscal Year (from April 1, 2025 to March 31, 2026)

Items to be resolved:

Proposal Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

- If any changes have been made to items in the notice of resolution, such changes will be posted on the Company's website.

Reference Document for the General Meeting of Shareholders Proposal and Reference Information

Proposal Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all six (6) Directors (excluding Directors who are Audit and Supervisory Committee Members; applicable to the rest of this proposal) will expire at the conclusion of this General Meeting of Shareholders.

Accordingly, the Company proposes to elect six (6) Directors.

As for this proposal, the Audit and Supervisory Committee has judged that all the candidates for Director are qualified.

The candidates are as follows:

No.	Name	Current positions and areas of responsibility in the Company	Attribute
1	Shigeru Asano	President and Chief Executive Officer	Re-elected
2	Hiromi Miyata	Director and Chairman	Re-elected
3	Hirofumi Tanaka	Executive Managing Director Senior General Manager of Healthcare Distribution Business Headquarters	Re-elected
4	Chie Takahashi	Director, Senior Executive Officer Senior General Manager of Healthcare and Nursing Care Support Business Headquarters	Re-elected
5	Hideaki Nakagaki	Outside Director	Re-elected Independent officer
6	Tomohiko Ono	–	Newly elected Independent officer

No.	Name (Date of birth)	Career summary, positions and areas of responsibility in the Company, and important concurrent positions	Number of the Company's shares held	Attendance at meetings of the Board of Directors
1	(Re-elected) Shigeru Asano (Aug. 4, 1966)	<p>Apr. 1990 Joined the Company</p> <p>Mar. 2005 Representative Director and President of Collabo-Create Co., Ltd. (current S.D. Collabo Co., Ltd.)</p> <p>Jun. 2009 Executive Officer of the Company</p> <p>Jul. 2010 Executive Officer, Senior General Manager of SCM Headquarters of the Company</p> <p>Apr. 2012 Managing Executive Officer of the Company</p> <p>Apr. 2015 Senior Executive Officer, Senior General Manager of Corporate Planning Headquarters, In charge of Pharmaceutical Regulatory Affairs Dept., and CSR Promotion Office of the Company</p> <p>Jun. 2015 Director of the Company</p> <p>Apr. 2017 Executive Managing Director, Senior General Manager of Corporate Management Headquarters and General Manager of Corporate Planning Dept., In charge of Risk Management Dept. of the Company</p> <p>Apr. 2019 Executive Vice President, Senior General Manager of Corporate Management Headquarters, In charge of Risk Management and Pharmaceutical Affairs of the Company</p> <p>Apr. 2020 Executive Vice President, Senior General Manager of Corporate Management Headquarters of the Company</p> <p>Apr. 2021 Representative Director of the Company (current post)</p> <p>Apr. 2022 President and Chief Executive Officer of the Company (current post)</p>	35,564	17/17
<p>[Reason for nomination as a candidate for Director] Mr. Shigeru Asano has a wealth of knowledge and experience in business of the Company with many years of his service in logistics and planning departments. Since April 2022, he has served as President and Chief Executive Officer of the Company. He has fully performed his duties concerning deliberation and decision-making over important matters at the Board of Directors as well as supervision of other Directors and Executive Officers in execution of their duties. The Company believes he is fully qualified as Director in the aspect of personality as well with his high ethical standards and fairness, and he will be able to continue appropriately performing his duties as Director.</p>				

No.	Name (Date of birth)	Career summary, positions and areas of responsibility in the Company, and important concurrent positions	Number of the Company's shares held	Attendance at meetings of the Board of Directors
2	(Re-elected) Hiromi Miyata (Apr. 24, 1960)	<p>Apr. 1984 Joined the Company</p> <p>Jun. 2006 General Manager of Logistics Dept. of the Company</p> <p>Jun. 2008 Executive Officer of the Company</p> <p>Apr. 2009 Executive Officer, General Manager of Corporate Planning Dept. of the Company</p> <p>Apr. 2011 Managing Executive Officer of the Company</p> <p>Apr. 2012 Senior Executive Officer of the Company</p> <p>Jun. 2012 Director of the Company</p> <p>Apr. 2013 Director, Senior Executive Officer, Senior General Manager of Corporate Planning Headquarters, General Manager of Corporate Planning Dept. of the Company</p> <p>Apr. 2014 Director, Senior Executive Officer, Senior General Manager of Corporate Planning Headquarters of the Company</p> <p>Apr. 2015 Executive Vice President of the Company</p> <p>Apr. 2016 President and Chief Executive Officer of the Company</p> <p>Apr. 2022 Chairman and Executive Officer of the Company</p> <p>Jun. 2024 Director and Chairman of the Company (current post)</p>	46,735	17/17
		<p>[Reason for nomination as a candidate for Director]</p> <p>Mr. Hiromi Miyata has a wealth of knowledge and experience in business of the Company with many years of his service in sales, logistics and planning departments. Since June 2024, he has served as Director and Chairman of the Company. He has fully performed his duties concerning deliberation and decision-making over important matters at the Board of Directors as well as supervision of other Directors and Executive Officers in execution of their duties. The Company believes he is fully qualified as Director in the aspect of personality as well with his high ethical standards and fairness, and he will be able to continue appropriately performing his duties as Director.</p>		

No.	Name (Date of birth)	Career summary, positions and areas of responsibility in the Company, and important concurrent positions	Number of the Company's shares held	Attendance at meetings of the Board of Directors
3	(Re-elected) Hirofumi Tanaka (Jan. 31, 1963)	<p>Apr. 1985 Joined the Company</p> <p>Oct. 2008 Sales Manager of Kanazawa Sales Dept. of the Company</p> <p>Jul. 2010 General Manager of Area Logistics Dept. of the Company</p> <p>Mar. 2012 Representative Director and President of S.D. Next Co., Ltd. (current S.D. Collabo Co., Ltd.)</p> <p>Apr. 2014 Executive Officer of the Company</p> <p>Apr. 2015 Executive Officer, Senior General Manager of SCM Headquarters of the Company</p> <p>Apr. 2017 Executive Officer, Deputy Senior General Manager of Sales Headquarters and General Manager of Sales Planning Dept. of the Company</p> <p>Apr. 2018 Managing Executive Officer of the Company</p> <p>Apr. 2020 Senior General Manager of Healthcare Business Headquarters of the Company</p> <p>Jun. 2020 Director of the Company</p> <p>Apr. 2021 Senior General Manager of Healthcare Business Headquarters and General Manager of Healthcare Business Planning Dept. of the Company</p> <p>Jun. 2021 Resigned from Director of the Company</p> <p>Oct. 2021 Deputy Senior General Manager of Wholesale Business Headquarters and General Manager of Product Strategy Management Dept. of the Company</p> <p>Apr. 2022 Senior Executive Officer, Senior General Manager of Wholesale Business Headquarters of the Company</p> <p>Apr. 2023 Senior Executive Officer, Senior General Manager of Healthcare Distribution Business Headquarters of the Company (current post)</p> <p>Jun. 2023 Director of the Company (current post)</p>	20,217	17/17
<p>[Reason for nomination as a candidate for Director]</p> <p>Mr. Hirofumi Tanaka has a wealth of knowledge and experience in business of the Company with many years of his service in the sales and logistics departments. Since June 2023, he has served as Executive Managing Director, Senior General Manager of Healthcare Distribution Business Headquarters of the Company. He has fully performed his duties concerning deliberation and decision-making over important matters at the Board of Directors as well as supervision of other Directors and Executive Officers in execution of their duties. The Company believes he is fully qualified as Director in the aspect of personality as well with his high ethical standards and fairness, and he will be able to continue appropriately performing his duties as Director.</p>				

No.	Name (Date of birth)	Career summary, positions and areas of responsibility in the Company, and important concurrent positions	Number of the Company's shares held	Attendance at meetings of the Board of Directors
4	(Re-elected) Chie Takahashi (Aug. 17, 1967)	Apr. 2000 Joined the Company		
		Apr. 2015 General Manager of Pharmaceutical Regulatory Affairs Dept. of the Company		
		Feb. 2017 General Manager of Corporate Communications Dept. of the Company		
		Feb. 2019 General Manager of Pharmaceutical Affairs Supervisory Office of the Company		
		Apr. 2020 Executive Officer, In charge of Pharmaceutical Affairs, Internal Control, and Audit, and General Manager of Pharmaceutical Affairs Supervisory Office of the Company		
		Jun. 2020 Director of the Company (current post)		
		Apr. 2023 Senior Executive Officer, Senior General Manager of Healthcare Solutions Business Headquarters, and General Manager of Solutions Business Planning Dept. of the Company	13,070	17/17
		Jan. 2024 Senior Executive Officer, Senior General Manager of Healthcare and Nursing Care Support Business Headquarters, and General Manager of Solutions Business Planning Dept. of the Company		
		Apr. 2024 Senior Executive Officer, Senior General Manager of Healthcare and Nursing Care Support Business Headquarters, and General Manager of Business Planning Dept. of the Company		
		Apr. 2025 Senior Executive Officer, Senior General Manager of Healthcare and Nursing Care Support Business Headquarters, and General Manager of Healthcare and Nursing Care Support Business Dept. of the Company		
Apr. 2026 Senior Executive Officer, Senior General Manager of Healthcare and Nursing Care Support Business Headquarters (current post)				
<p>[Reason for nomination as a candidate for Director] Ms. Chie Takahashi has a wealth of knowledge and experience in business of the Company with many years of her service in the pharmaceutical affairs department. Since January 2024, she has served as Director, Senior Executive Officer, Senior General Manager of Healthcare and Nursing Care Support Business Headquarters of the Company. She has fully performed her duties concerning deliberation and decision-making over important matters at the Board of Directors as well as supervision of other Directors and Executive Officers in execution of their duties. The Company believes she is fully qualified as Director in the aspect of personality as well with her high ethical standards and fairness, and she will be able to continue appropriately performing her duties as Director.</p>				

No.	Name (Date of birth)	Career summary, positions and areas of responsibility in the Company, and important concurrent positions	Number of the Company's shares held	Attendance at meetings of the Board of Directors
5	(Re-elected) (Independent officer) (Outside Director) Hideaki Nakagaki (May 28, 1958)	Apr. 1982 Joined Ministry of Health and Welfare (current Ministry of Health, Labour and Welfare) Feb. 2013 Deputy Director-General of Office of Healthcare Policy of Cabinet Secretariat Oct. 2015 Director-General of Pharmaceutical Safety and Environmental Health Bureau of Ministry of Health, Labour and Welfare Jun. 2016 Retired from Ministry of Health, Labour and Welfare Sep. 2016 Specially Appointed Professor of Tokyo Medical and Dental University (current Institute of Science Tokyo) Apr. 2022 Advisor of Tokyo Medical and Dental University Jun. 2024 Outside Director of the Company (current post) Sep. 2024 Retired from Advisor of Tokyo Medical and Dental University	0	17/17
[Reason for nomination as a candidate for Outside Director and overview of the expected role] Mr. Hideaki Nakagaki has a wealth of knowledge and experience of his service in administration of health, labor and welfare for many years. Since June 2024, he has fully performed his duties by objectively engaging in deliberation and decision-making over important matters at the Board of Directors as well as supervision of other Directors and Executive Officers in execution of their duties from his independent and neutral position as Outside Director of the Company. The Company believes he is fully qualified as Director in the aspect of personality as well with his high ethical standards and fairness, and he will be able to continue appropriately performing his duties as Outside Director. The role he is expected to fulfill as Outside Director is the same as the reason described above. For this reason, the Company believes that he can suitably perform the duties of the position although he has not been involved in the management of a company except as an outside officer.				

No.	Name (Date of birth)	Career summary, positions and areas of responsibility in the Company, and important concurrent positions	Number of the Company's shares held	Attendance at meetings of the Board of Directors
6	(Newly elected) (Independent officer) (Outside Director) Tomohiko Ono (Dec. 18, 1954)	<p>Apr. 1978 Joined Chubu Electric Power Company, Incorporated</p> <p>Jul. 2005 Executive Officer, General Manager of Tokyo Office of Chubu Electric Power Company, Incorporated</p> <p>Jul. 2007 Managing Executive Officer, General Manager of Nagoya Regional Office of Chubu Electric Power Company, Incorporated</p> <p>Jun. 2009 Director, Senior Managing Executive Officer, General Manager of Sales Division of Chubu Electric Power Company, Incorporated</p> <p>Jun. 2011 Director, Executive Vice President of Chubu Electric Power Company, Incorporated</p> <p>Apr. 2017 Director of Chubu Electric Power Company, Incorporated</p> <p>Jun. 2017 President and Representative Director of TOENEC CORPORATION</p> <p>Apr. 2021 Director and Senior Advisor of TOENEC CORPORATION</p> <p>Jun. 2021 Senior Advisor of TOENEC CORPORATION</p> <p>Jun. 2024 Counselor of TOENEC CORPORATION (current post)</p> <p>Jun. 2025 Outside Director of YAHAGI CONSTRUCTION CO., LTD. (current post)</p> <p>[Important Concurrent Positions] Outside Director of YAHAGI CONSTRUCTION CO., LTD.</p> <p>[Reason for nomination as a candidate for Outside Director and overview of the expected role] Mr. Tomohiko Ono has a wealth of knowledge and experience of his service in corporate management for many years, mainly in the power industry. The Company expects that he will fully perform his duties by objectively engaging in deliberation and decision-making over important matters at the Board of Directors as well as supervision of other Directors and Executive Officers in execution of their duties from his independent and neutral position as Outside Director of the Company. The Company believes he is fully qualified as Director in the aspect of personality as well with his high ethical standards and fairness, and he will be able to appropriately perform his duties as Outside Director. The role he is expected to fulfill as Outside Director is the same as the reason described above.</p>	0	—

- Notes:
1. There are no special conflicts of interests between the Company and any of the candidates.
 2. The number of the Company's shares held by each candidate does not include the number of shares owned through the Suzuken Group Corporate Officers Stock Ownership Association.
 3. Mr. Hideaki Nakagaki and Mr. Tomohiko Ono are both candidates for Outside Directors.
 4. The Company notified the Tokyo Stock Exchange, the Nagoya Stock Exchange and the Sapporo Stock Exchange that Mr. Hideaki Nakagaki is an independent officer as stipulated in each regulation of the said Exchanges. Provided he is elected as proposed, the Company plans for his appointment as an independent officer to continue.
Provided Mr. Tomohiko Ono is elected as proposed, the Company plans to newly appoint him as an independent officer. He serves as Counselor of TOENEC CORPORATION, and the Company has a business relationship with TOENEC CORPORATION. However, the annual transaction amount over the past three years has not exceeded 1 million yen in any given fiscal year. The Company considers that the business relationship is limited from both companies' perspectives and that it does not affect his independence as Outside Director.
 5. Mr. Hideaki Nakagaki currently serves as an Outside Director of the Company. As of the conclusion of this General Meeting of Shareholders, he will have served as an Outside Director for a period of two (2) years.
 6. In accordance with Article 427, paragraph 1 of the Companies Act of Japan and the provisions of the Articles of Incorporation of the Company, the Company has entered into an agreement with Mr.

Hideaki Nakagaki to limit his liability for damages under Article 423, paragraph 1 of the Companies Act. In this agreement, the maximum liability amount is the amount stipulated by Article 425, paragraph 1 of the Companies Act.

Provided Mr. Hideaki Nakagaki is elected as proposed, the Company plans to continue the agreement limiting liability with him.

Provided Mr. Tomohiko Ono is elected as proposed, the Company plans to enter into the same agreement limiting liability with him.

7. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, paragraph 1 of the Companies Act. This insurance policy covers damages arising from claim for damages filed during the period of insurance, which is attributable to actions taken by the insured persons in the course of execution of their duties as corporate officers. The Company plans to renew this insurance policy with the same coverage at the time of the next renewal.

Provided Mr. Tomohiko Ono is elected as proposed, he will be included as an insured person in this insurance policy.

(Reference)
Skills Matrix of Candidates for Directors (Excluding Directors Who Are Audit and Supervisory Committee Members) and Directors Who Are Audit and Supervisory Committee Members

Name	Director/ Audit and Supervisory Committee Member	Inside/ Outside	Term of Office *Total	Male/Female	Corporate Management	Sales and Marketing
Shigeru Asano	Director	Inside	11	Male	★	
Hiromi Miyata	Director	Inside	14	Male	★	★
Hirofumi Tanaka	Director	Inside	4	Male		★
Chie Takahashi	Director	Inside	6	Female		
Hideaki Nakagaki	Director	Outside	2	Male		
Tomohiko Ono	Director	Outside	New	Male		★
Asako Tomita	Audit and Supervisory Committee Member	Inside	1	Female		
Takeshi Ogasawara	Audit and Supervisory Committee Member	Outside	5	Male		
Toshimichi Kondo	Audit and Supervisory Committee Member	Outside	3	Male		
Ayako Shimizu	Audit and Supervisory Committee Member	Outside	2	Female		

Name	Logistics and SCM	Finance and Accounting	Legal, Risk Management, and Compliance	Business Development	Governmental Experience	Other Corporate Management Experience * Including International Experience
Shigeru Asano	★	★		★		
Hiromi Miyata	★			★		
Hirofumi Tanaka	★					
Chie Takahashi			★	★		
Hideaki Nakagaki					★	
Tomohiko Ono						★
Asako Tomita			★			
Takeshi Ogasawara		★	★			★
Toshimichi Kondo		★				
Ayako Shimizu			★			

- Notes: 1. The above table lists up to four areas in which the Company has particular expectations for each candidate for Director, and does not indicate that the candidate does not have knowledge in areas not listed.
2. The figures stated for term of office represent the cumulative term of office as an officer of the Company (including the posts of Director and Director who is an Audit and Supervisory Committee Member) as of the end of the 80th General Meeting of Shareholders (fiscal year ended March 31, 2026).
3. Four Directors who are Audit and Supervisory Committee Members (Asako Tomita, Takeshi Ogasawara, Toshimichi Kondo, and Ayako Shimizu) are not up for election this time and therefore are not candidates for Director. However, they are presented for reference.

Reasons for Selecting Skill Areas

Specialization and experience (skill areas)	Reasons for selection
Corporate Management	Formulating and executing medium- to long-term growth strategies and overseeing their effectiveness requires broad knowledge and experience in corporate management
Sales and Marketing	Solving customer issues effectively requires expertise in developing and providing optimal products and services
Logistics and SCM	Enhancing the functions of the social infrastructure that supports pharmaceutical distribution and optimizing distribution through digital technologies requires knowledge and experience in SCM
Finance and Accounting	Formulating and executing financial strategies, as well as improving capital efficiency, requires extensive knowledge and experience in finance and accounting
Legal, Risk Management, and Compliance	Strengthening the Group’s foundation, along with ensuring legal compliance and managing diverse risks such as natural disasters and business-related risks, requires experience in these areas
Business Development	Accelerating the realization of a health creation enterprise requires the ability to create new profit-generating ventures
Governmental Experience	Developing businesses related to medical care and health requires a broad range of knowledge and experience concerning medical regulations and government policy trends
Other Corporate Management Experience (Including International Experience)	Successful expansion across diverse business areas requires multifaceted knowledge and expertise derived from practical corporate management experience

■ Composition of the Board of Directors

