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Securities Code: 8007

Date of sending by postal mail: June 5, 2025

Start date of measures for electronic provision: June 2, 2025

To our shareholders:

Koichi Takashima, President and Representative Director
Takashima & Co., Ltd.
2-2 Kandasurugadai, Chiyoda-ku, Tokyo

Notice of the 137th Annual General Meeting of Shareholders

We cordially inform you that the 137th Annual General Meeting of Shareholders of Takashima & Co., Ltd. (the “Company”) will be held as set forth below.

When convening the General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which the measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the following respective websites. Please access any of the websites by using the Internet address shown below to review the information.

The Company’s website:

<https://www.tak.co.jp/ja/index.html> (in Japanese)

(From the above website, select “Investor Relations,” “Stock Information,” and then “General Meeting of Shareholders.”)

Website for posting materials for the General Meeting of Shareholders

<https://d.sokai.jp/8007/teiji/> (in Japanese)

If you are unable to attend the meeting in person, you can exercise your voting rights via either of the following methods. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights.

[Exercise of voting rights via the Internet]

Please indicate your vote for or against the proposal on the website for exercising voting rights designated by the Company (<https://www.web54.net>) (in Japanese), **and exercise your voting rights by 5:00 p.m. on Monday, June 23, 2025.**

[Exercise of voting rights in writing (by post)]

Please indicate your vote for or against the proposal on the voting form **and return it so that it arrives no later than 5:00 p.m. on Monday, June 23, 2025.**

1. Date and Time: Tuesday, June 24, 2025, at 10:00 a.m. (JST)
(Reception will open at 9:30 a.m.)

2. Venue: BELLESALLE Jimbocho Annex
1F Sumitomo Fudosan Chiyoda First Wing
2-36-1 Kandajinbocho, Chiyoda-ku, Tokyo

3. Agenda

Items to be reported:

1. Reports on the Business Report and Consolidated Financial Statements for the 137th Fiscal Term (April 1, 2024 to March 31, 2025), and results of audits by the Financial Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
2. Reports on the Non-consolidated Financial Statements for the 137th Fiscal Term (April 1, 2024 to March 31, 2025)

Item to be resolved:

- Proposal No. 1:** Partial Amendment to the Articles of Incorporation
- Proposal No. 2:** Election of Four Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

4. Items Relating to the Convocation

- If you exercise your voting rights more than once via the Internet, etc., the last vote will be treated as a valid vote.
- If you exercise your voting rights more than once via the Internet, etc. and in writing (by mail), the vote exercised via the Internet, etc. will be treated as the valid vote, regardless of the arrival date and time.
- If you exercise your voting rights in writing (by mail) and do not indicate your vote for or against the proposal on the voting form, it will be treated as if you indicated your approval.
- Please also refer to the “Instructions for the Exercise of Voting Rights” described below (in Japanese only).

* If attending the meeting in person, please present the voting form at the reception desk.

* If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the Company’s aforementioned website and the website for posting materials for the general meeting of shareholders.

Reference Documents for the General Meeting of Shareholders

Proposal and Reference Information

Proposal No. 1: Partial Amendment to the Articles of Incorporation

1. Reasons for the Amendment

In order to clarify the description of business in accordance with the current status of the Company's business and to respond to the future expansion of its business domain, the Company proposes to amend the purposes of business in Article 2 (Purpose) of its Articles of Incorporation.

2. Details of the Amendment

The details of the amendment are as follows:

(The underlined parts indicate the amended portions)

Current Articles of Incorporation	Proposed amendments
Article 2. (Purpose) The purpose of the Company is to operate the following businesses: 1.-3. (Omitted) 4. <u>Civil engineering and construction contracting and design, construction and repair business</u> 5.-9. (Omitted) <div style="text-align: center;">(Newly established)</div> <div style="text-align: center;">(Newly established)</div> <u>10.</u> Any and all businesses incidental to or in relation to the above	Article 2. (Purpose) (Same as present) 1.-3. (Same as present) 4. <u>Contracting, design, construction, supervision and consulting for construction, architecture and civil engineering works</u> 5.-9. (Same as present) <u>10. Operation and management of power generation business</u> <u>11. Planning and development, operation and consulting of renewable energy businesses</u> <u>12.</u> Any and all businesses incidental to or in relation to the above

Proposal No. 2: Election of Four Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of three Directors (excluding Directors who are Audit and Supervisory Committee Members; hereinafter, the same applies in this proposal) will expire at the conclusion of this Annual General Meeting of Shareholders. In addition, Director Takahiro Suzuki resigned from the post of Director as of September 19 of last year. Accordingly, the Company proposes the election of four Directors. Furthermore, with regard to this proposal, the Company has obtained an opinion from the Audit and Supervisory Committee to the effect that all candidates for Director are qualified.

The candidates for Director are as follows:

Candidate No. 1	<div>Koichi Takashima</div> <div>(Date of birth: August 8, 1952)</div>	<div>Male</div>	<div>Reelection</div>
<div>Number of the Company's shares owned</div> <div>264,074</div> <div>Number of years in office</div> <div>23</div> <div>Attendance at Board of Directors meetings</div> <div>14/14</div>	<div>[Career summary, and position and responsibility in the Company]</div> <div><div><div>Feb. 1978</div><div>Joined Procter & Gamble Japan</div></div><div><div>July 2000</div><div>External Relations Director of Procter & Gamble Far East Inc.</div></div><div><div>June 2002</div><div>Joined the Company</div></div><div><div>June 2002</div><div>Vice President and Director</div></div><div><div>June 2003</div><div>Vice President and Representative Director</div></div><div><div>June 2004</div><div>President and Representative Director</div></div><div><div>Apr. 2016</div><div>President and Representative Director, and Division Chief of Industrial Solutions Division</div></div><div><div>June 2016</div><div>President and Representative Director, Chief Executive Officer, and Division Chief of Industrial Solutions Division</div></div><div><div>Apr. 2018</div><div>President and Representative Director, and Chief Executive Officer (current position)</div></div></div> <div><div>Reasons for nomination as candidate for Director</div><div>Koichi Takashima joined the Company in 2002 after gaining operational experience in international and domestic marketing, sales departments, and other areas. As such, Mr. Takashima possesses abundant experience in management positions. Since 2004, he has proactively engaged in activities in his position supervising Group management as President and Representative Director of the Company, and thus has contributed to enhancing the corporate value of the Company. Based on these achievements, the Company has judged that he can be expected to continue to utilize his experience and other qualities in the execution of business operations and the supervision of management as a Director of the Company.</div></div>		

Candidate No. 2

Toshio Goto

(Date of birth: December 12, 1959)

Male

Reelection

<p>Number of the Company's shares owned 113,353</p> <p>Number of years in office 13</p> <p>Attendance at Board of Directors meetings 14/14</p>	<p>[Career summary, and position and responsibility in the Company]</p> <p>Apr. 1983 Joined the Company</p> <p>Oct. 1997 Manager Attached to Strategic Planning & Management Office of the Company; President of iTak (International) Limited</p> <p>Apr. 2003 General Manager of Electronic Devices of the Company; President of iTak (International) Limited</p> <p>Apr. 2009 President of iTak (International) Limited</p> <p>June 2012 Director of the Company; President of iTak (International) Limited</p> <p>June 2016 Director and Group Executive Officer of the Company; President of iTak (International) Limited</p> <p>Apr. 2018 Director and Group Managing Executive Officer of the Company; President of iTak (International) Limited</p> <p>Apr. 2020 Director, Group Managing Executive Officer, and Division Chief of Device Solutions Division of the Company; President of iTak (International) Limited</p> <p>Apr. 2021 Director, Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited</p> <p>Apr. 2023 Director, Senior Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited</p> <p>Apr. 2024 Director, Senior Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited; Director of TAKASHIMA INDUSTRIES CO., LTD. (current position)</p>
	<p>Reasons for nomination as candidate for Director</p> <p>Toshio Goto possesses abundant experience in management positions, having gained operational experience in international sales departments. Since 2012, Mr. Goto has promoted international business development, etc., in his position supervising the electronic devices business as a Director of the Company, and thus has contributed to enhancing the corporate value of the Company. Based on these achievements, the Company has judged that he can be expected to continue to utilize his experience and other qualities in the execution of business operations and the supervision of management as a Director of the Company.</p>

Candidate No. 3

Akira Yamamoto

(Date of birth: February 9, 1963)

Male

Reelection

<p>Number of the Company's shares owned 34,009</p> <p>Number of years in office 7</p> <p>Attendance at Board of Directors meetings 14/14</p>	<p>[Career summary, and position and responsibility in the Company]</p> <p>Apr. 1987 Joined Osaka Totsu Co., Ltd. (currently Kansai Totsu Co., Ltd.)</p> <p>Oct. 1991 Joined Marubeni Synthetic Resin Products Co., Ltd. (currently Marubeni Plax Corporation)</p> <p>Feb. 2010 Joined the Company Special Sales Promotion Osaka Business Unit Manager of Construction Supply Division</p> <p>Apr. 2011 Manager of Chugoku Office, Construction Supply Division</p> <p>Apr. 2013 Deputy General Manager of West Japan Business Development Department, Construction Supply Division</p> <p>Apr. 2014 General Manager of East Japan Business Development Department, Construction Supply Division</p> <p>June 2016 Audit & Supervisory Board Member of TOHKEN inc. (current position)</p> <p>Apr. 2017 Executive Officer and General Manager of East Japan Business Development Department, Construction Supply Solutions Division of the Company</p> <p>Apr. 2018 Executive Officer, Deputy Division Chief of Construction Supply Solutions Division, and General Manager of East Japan Business Development Department</p> <p>June 2018 Director, Executive Officer, Deputy Division Chief of Construction Supply Solutions Division, and General Manager of East Japan Business Development Department</p> <p>Apr. 2020 Director, Executive Officer, and Division Chief of Construction Supply Solutions Division</p> <p>Apr. 2021 Director, Managing Executive Officer, and Division Chief of Construction Supply Division</p> <p>Apr. 2024 Director, Senior Managing Executive Officer, and Division Chief of Construction Supply Division (current position)</p>
	<p>Reasons for nomination as candidate for Director</p> <p>Akira Yamamoto possesses abundant experience in management positions, having gained operational experience in sales departments. Since 2017, Mr. Yamamoto has proactively engaged in activities in his position supervising the most important areas of the construction supply business as Executive Officer of the Company, and has contributed to enhancing the corporate value of the Company in his position continuing to supervise the most important areas of the construction supply business as a Director of the Company since 2018, and in his position supervising the construction supply business as a whole since April 2020. Based on these achievements, the Company has judged that he can be expected to continue to utilize his experience and other qualities in the execution of business operations and the supervision of management as a Director of the Company.</p>

Candidate No. 4	Junko Kawai (Date of birth: December 10, 1974)	Female	<div>New election</div> <div>Outside</div> <div>Independent</div>
Number of the Company's shares owned 0 Number of years in office — Attendance at Board of Directors meetings —	<div> [Career summary, and position and responsibility in the Company] <div> <div>Nov. 2002</div> <div>Passed the national bar examination</div> </div> <div> <div>Oct. 2004</div> <div>Registered as attorney (Osaka Bar Association)</div> </div> <div> <div>Oct. 2004</div> <div>Joined Umegae-Chuo Law Firm (currently Umegae-Chuo Legal Profession Corporation)</div> </div> <div> <div>Mar. 2008</div> <div>Partner Attorney of Umegae-Chuo Legal Profession Corporation (current position)</div> </div> <div> <div>May 2010</div> <div>Finished master's program at Duke University School of Law (LL.M)</div> </div> <div> <div>Aug. 2010</div> <div>Worked at Masuda, Funai, Eifert & Mitchell, Ltd. (Chicago)</div> </div> <div> <div>July 2011</div> <div>Registered as attorney in New York State, U.S.</div> </div> <div> <div>Dec. 2011</div> <div>Worked at JunHe LLP (Beijing)</div> </div> <div> <div>June 2013</div> <div>Finished master's program at Peking University Law School</div> </div> <div> <div>Apr. 2016</div> <div>Outside Director and Audit and Supervisory Committee Member of Kamakura Shinsho Ltd. (current position)</div> </div> <div> <div>Oct. 2021</div> <div>Outside Director of MatsukiyoCocokara & Co. (current position)</div> </div> <div> <div>Apr. 2023</div> <div>Outside Auditor of MIC Co., Ltd. (current position)</div> </div> </div> <div> Overview of the Reasons for Nomination of Candidate for Outside Director and Expected Roles As an attorney, Junko Kawai has extensive experience and specialized knowledge in the fields of corporate law and compliance. As demands for companies to fulfill their responsibilities grow year by year, the Company expects her to utilize her knowledge to provide effective management oversight from an independent and objective standpoint. Although Ms. Kawai has no experience being involved in corporate management other than as an outside officer, the Company has judged that she will be able to properly perform the duties of an outside Director for the reasons stated above. </div>		

Notes: 1. Junko Kawai is a candidate for outside Director.

- Candidate Junko Kawai is a Partner Attorney at Umegae-Chuo Legal Profession Corporation and the Company has a transactional relationship with that Corporation regarding legal affairs, etc. There is no special interest between any of the other candidates and the Company.
- If Junko Kawai is elected, the Company is expected to enter into a contract with her for limitation of liability for damages to be incurred by the Company pursuant to Article 423, paragraph (1) of the Companies Act, in accordance with the provisions of Article 427, paragraph (1) of the Companies Act. The liability for damages under the contract will be the minimum liability amount as set out in laws and regulations.
- The Company has entered into a directors and officers liability insurance policy with an insurance company pursuant to Article 430-3, paragraph (1) of the Companies Act, whereby the Company's Directors are the insureds. The insurance covers damages that could arise under situations where an insured bears liability in regard to performance of duties or where an insured becomes subject to a claim seeking to hold them liable in that regard. All candidates for Director are to be the insureds under the directors and officers liability insurance policy should they be elected. In addition, when the policy is renewed next time, the Company plans to renew the policy with the same details.
- Candidate Junko Kawai satisfies the criteria for independent officers as provided for by the Tokyo Stock Exchange, and if her election is approved, the Company plans to designate her as an independent officer and submit notification to the Stock Exchange. Junko Kawai is a Partner Attorney at Umegae-Chuo Legal Profession Corporation and the Company has retained that Corporation for legal affairs; however, the total value of the cases delegated to the firm was less than 2 million yen, which accounts for less than 10% of the legal service outsourcing-related expenses, and therefore the Company has judged that this will not affect her independence.
- The number of the Company's shares owned by each candidate includes the number of shares they own through the Takashima Officer Shareholding Association.

Reference: Skills Matrix of Directors

The skills matrix below lists the areas (experience, knowledge, and abilities) that the Company's Board of Directors should possess and the areas in which each Director can demonstrate particular expertise.

If Proposal No. 2 is approved as originally proposed, the skills matrix for the Company's Directors will be as follows.

The positions are scheduled to be officially decided at the Board of Directors meeting following this Annual General Meeting of Shareholders.

		Position	Corporate Management	Sales/ Business Development	Finance/ M&A	Marketing/ Planning/ IR	IT/ Digital	Human Assets/ Labor Management/ Organization Development	Legal/ Risk Management/ Audit	International Experience	Manufacturing/ Technology/ R&D
Koichi Takashima	Male	President and Representative Director Chief Executive Officer	●	●		●				●	
Toshio Goto	Male	Director Senior Managing Executive Officer	●	●						●	●
Akira Yamamoto	Male	Director Senior Managing Executive Officer	●	●							
Junko Kawai	Female	Outside Director							●	●	
Akifumi Ujita	Male	Outside Director (Full-time Audit and Supervisory Committee Member)	●		●				●	●	
Yuji Momosaki	Male	Outside Director (Audit and Supervisory Committee Member)	●		●		●	●	●	●	
Ren Shino	Female	Outside Director (Audit and Supervisory Committee Member)							●		
Yasushi Aoki	Male	Outside Director (Audit and Supervisory Committee Member)	●			●		●	●		
Shuichi Sakamoto	Male	Outside Director (Audit and Supervisory Committee Member)	●	●	●	●	●	●		●	