Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

(Company code: 6310)
March 12, 2026
(Commencement date of electronic provision measures: March 4, 2026)

To Shareholders with Voting Rights:

Shiro Tomiyasu
President
ISEKI & CO., LTD.
700 Umaki-cho, Matsuyama-shi, Ehime-ken, Japan

NOTICE OF THE 102nd ORDINARY GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

This is to inform you that the 102nd Ordinary General Meeting of Shareholders (the "General Meeting of Shareholders") of ISEKI & CO., LTD. (the "Company") will be held for the purposes as described below.

In convening this General Meeting of Shareholders, the Company has taken measures to electronically provide information that is the content of the Reference Documents for the General Meeting of Shareholders (matters subject to electronic provision measures) and posted such information as "NOTICE OF THE 102nd ORDINARY GENERAL MEETING OF SHAREHOLDERS" and "THE 102nd ORDINARY GENERAL MEETING OF SHAREHOLDERS OTHER MATTERS SUBJECT TO ELECTRONIC PROVISION MEASURES (MATTERS OMITTED IN THE PAPER COPY FOR DELIVERY) (in Japanese)" on the Company's website. Please access the Company's website below to view the information.

Company website:
https://www.iseki.co.jp/ir/stock/general_meeting/

In addition to the above website, the matters to be provided electronically have also been posted on the Tokyo Stock Exchange's (TSE) website. Please access the TSE's website below (Listed Company Search) and view the information by entering the issue name (company name) or stock exchange code in the search box and selecting "Basic information" and "Documents for public inspection/PR information."

TSE website (Listed Company Search):
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

When exercising your voting rights in advance, please review the attached Reference Documents for the General Meeting of Shareholders, and indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it no later than 5:20 p.m. on Thursday March 26, 2026, Japan time, or exercise your voting rights via the Internet. Concerning the exercise of voting rights, please review the "Instructions for the Exercise of Voting Rights" (page 5 of the Japanese version of this document) and the "Instructions for the Exercise of Voting Rights via the Internet" (pages 6 and 7 of the Japanese version of this document).

1. **Date and Time:** Friday, March 27, 2026 at 10:00 a.m. Japan time
(Reception starts at 9:00 a.m.)
2. **Place:** Hisho Banquet Hall, ART HOTEL Nippori Lungwood 2F,
5-50-5 Higashinippori, Arakawa-ku, Tokyo, Japan
3. **Meeting Agenda:**

Matters to be reported:

1. The Business Report, Consolidated Financial Statements for the Company's 102nd Fiscal Year (January 1, 2025 - December 31, 2025) and results of audits by the accounting auditor and the Audit & Supervisory Board of the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the Company's 102nd Fiscal Year (January 1, 2025 - December 31, 2025)

Proposals to be resolved:

Proposal 1: Appropriation of Surplus
Proposal 2: Election of 8 Directors

- Should there be any revisions to the matters to be provided electronically, the Company will post the information on how they have been revised on the above-mentioned websites of the Company and TSE.
- In accordance with laws and regulations as well as Article 19, Paragraph 2 of the Company's Articles of Incorporation, of the matters to be provided electronically, "Status of the Accounting Auditor" of the Business Report, "Consolidated Statements of Changes in Equity" and "Notes to Consolidated Financial Statements" of the Consolidated Financial Statements, and "Non-consolidated Statements of Changes in Equity" and "Notes to Non-consolidated Financial Statements" of the Non-consolidated Financial Statements are not included in the paper copy to be sent to shareholders who have requested it. Therefore, the paper copy to be sent to shareholders who have requested it is part of the documents audited by Audit & Supervisory Board Members and the accounting auditor in the course of the preparation of their audit reports.
- If neither approval nor disapproval of each proposal is indicated on the returned Voting Rights Exercise Form, it shall be deemed a vote of approval.
- If you exercise your voting rights via both the Internet and the Voting Rights Exercise Form, the exercise of voting rights via the Internet shall prevail. In addition, if you exercise your voting rights via the Internet multiple times, the final exercise of voting rights shall prevail.
- If you are attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.

Disclosure on the Internet

- Should there be any revisions to the matters to be provided electronically, the Company will post the information on how they have been revised on each listed website.

  Investor Information (General Meeting of Shareholders):
  https://www.iseki.co.jp/ir/stock/general_meeting/

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The Company considers a stable dividend distribution to shareholders as one of its financial and capital strategies. Our fundamental policy is to continuously pay a stable dividend, taking into consideration the Group's revenue base, future business development, and changes in the management environment, while maintaining and improving its financial soundness as preconditions for sustainable business activities.

The year-end dividend for this fiscal year is as follows.

(1) Type of dividend property
Cash

(2) Items related to the allocation of dividend property and its total amount
40 yen per share of common stock
914,940,600 yen in total

(3) Date the distribution of surplus comes into effect:
March 30, 2026

(Reference) History of dividends per share

	Dividends per share (Yen)
The 98th fiscal year ended December 31, 2021	30
The 99th fiscal year ended December 31, 2022	30
The 100th fiscal year ended December 31, 2023	30
The 101st fiscal year ended December 31, 2024	30
The 102nd fiscal year ended December 31, 2025	40

Proposal 2: Election of 8 Directors

The terms of office of all 7 incumbent Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the reelection of 7 Directors and the election of 1 new Director are proposed.

This proposal was determined by the Board of Directors after receiving recommendations from the Nomination and Compensation Committee, a voluntary advisory body chaired by an Outside Director.

The candidates for Director are as follows:

No.		Title	Name	Gender	Attendance at Board of Directors meetings	Attendance at Nomination and Compensation Committee meetings	Attendance at ESG Committee meetings
1	[Reappointment]	Representative Director, President & Executive Officer	Shiro Tomiyasu	Male	100% (19/19)	100% (8/8)	100% (12/12)
2	[Reappointment]	Representative Director & Senior Corporate Executive Officer	Hajime Odagiri	Male	100% (19/19)	100% (8/8)	100% (12/12)
3	[Reappointment]	Director & Senior Corporate Officer	Shuichi Jinno	Male	100% (19/19)		100% (12/12)
4	[Reappointment]	Director & Senior Corporate Officer	Kazuya Tani	Male	100% (19/19)		100% (12/12)
5	[Reappointment] [Outside] [Independent]	Director	Atsushi Iwasaki	Male	100% (19/19)	100% (8/8)	91.7% (11/12)
6	[Reappointment] [Outside] [Independent]	Director	Eiko Kisogawa	Female	100% (19/19)	100% (8/8)	100% (12/12)
7	[Reappointment] [Outside] [Independent]	Director	Fumiko Kishimoto	Female	100% (19/19)	100% (8/8)	91.7% (11/12)
8	[New appointment] [Outside] [Independent]		Hiroyuki Abe	Male			

No.	Name (Date of birth) (Gender)	Brief career history, positions and responsibilities at the Company	Number of shares of the Company held
1	 Shiro Tomiyasu (February 6, 1958) (Male) [Reappointment] [Term of office as Director] 10 years at the conclusion of this General Meeting	April 1980 Joined The Dai-Ichi Kangyo Bank, Limited (currently Mizuho Bank, Ltd.) April 2011 Managing Executive Officer, Mizuho Bank, Ltd. June 2015 Advisor, Chuo Fudosan Co., Ltd. January 2016 Advisor of the Company March 2016 Director & Senior Corporate Executive Officer of the Company Assistant to President of the Company Responsible for Corporate Planning Department of the Company Responsible for Public & Investor Relations Section of the Company Responsible for Personnel Department of the Company In charge of Financial Department of the Company January 2017 Director & Vice President Executive Officer of the Company In charge of Corporate Planning Department and Public & Investor Relations Section of the Company March 2019 Representative Director, President & Executive Officer of the Company (to present) [Significant concurrent positions] — [Attendance at meetings of the Board of Directors] 19/19 (100%) [Attendance at meetings of the Nomination and Compensation Committee] 8/8(100%)	15,900
	[Reason for nomination as candidate for Director] Mr. Shiro Tomiyasu has advanced knowledge and a wide range of insight regarding management planning, finance, and accounting based on his extensive experience and achievements gained from working at financial institutions. He was appointed to Director in March 2016 and has been overseeing the Group by demonstrating his skills in forming management strategies and plans, and designing the internal control system. As Representative Director, President & Executive Officer since March 2019, he has strived to improve corporate value by demonstrating great leadership from a company-wide perspective in improving management efficiency aimed at the expansion of the Company's earnings, while pursuing ESG management and contributing to the enhancement of corporate governance. The Company nominates him as a candidate for Director, as he is a person of excellent character and insight, and it expects him to continue to lead the whole Group towards enhancing the social and economic value of the Group and realizing the corporate philosophy (i.e. Purpose) and long-term vision by drawing on his prior management experience and contribute to the promotion of fundamental structural reforms and growth strategy, the sustainable development and the enhancement of corporate value of the Group based on a broad perspective.		

(Note) No particular interests exist between the Company and Mr. Shiro Tomiyasu.

<table>
<tr><th>No.</th><th>Name
(Date of birth)
(Gender)</th><th>Brief career history, positions and responsibilities at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">2</td><td>
Hajime Odagiri
(January 6, 1963)
(Male)

[Reappointment]

[Term of office as Director]
6 years at the conclusion of this General Meeting</td><td>April 1987 Joined the Company
November 2008 General Manager, Vegetable Machinery Engineering Department of the Company
December 2010 Senior General Manager, Agri-Implements Department of the Company
June 2014 President, Iseki-Changzhou Mfg. Co., Ltd. Sales Branch Office
January 2016 Corporate Officer and Deputy Division Manager, Business Division of the Company
March 2016 Representative Director & President, ISEKI Hokkaido Co., Ltd.
July 2018 Chairman & President, Dongfeng Iseki Agricultural Machinery Co., Ltd.
January 2019 Senior Corporate Officer of the Company
January 2020 General Division Manager, Development & Production Division of the Company
March 2020 Director & Senior Corporate Officer of the Company
March 2022 Representative Director & Senior Corporate Executive Officer of the Company (to present)
November 2023 Leader of “Project Z” of the Company (to present)
[Significant concurrent positions]
—

[Attendance at meetings of the Board of Directors]
19/19 (100%)
[Attendance at meetings of the Nomination and Compensation Committee]
8/8 (100%)</td><td>13,900</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
Having been involved in the engineering and development fields of agricultural machinery for many years and served as President of a domestic sales company and Chairman & President of Chinese joint venture companies, Mr. Hajime Odagiri has accumulated extensive experience, achievements and a wide range of insight related to agricultural machinery in Japan and overseas as an engineer and a manager. He was appointed to Director in charge of the Development & Production Division in March 2020 and has worked to promote the R&D and production of environmentally friendly products such as smart agricultural machinery and electric mowers for decarbonization. As Representative Director & Senior Corporate Executive Officer since March 2022, he has also strived to improve corporate value of the Group by pursuing ESG management from a company-wide perspective.
The Company nominates him as a candidate for Director, as he is a person of excellent character and insight, and it expects him to continue to lead the whole Group towards enhancing the social and economic value of the Group and realizing the corporate philosophy (i.e. Purpose) and long-term vision by drawing on his prior management experience and contribute to lead and promote fundamental structural reforms and growth strategy, as well as to the sustainable development and the enhancement of corporate value of the Group based on a broad perspective.</td></tr>
</table>

(Note) No particular interests exist between the Company and Mr. Hajime Odagiri.

No.	Name (Date of birth) (Gender)	Brief career history, positions and responsibilities at the Company	Number of shares of the Company held
3	 Shuichi Jinno (October 14, 1962) (Male) [Reappointment] [Term of office as Director] 10 years and 9 months at the conclusion of this General Meeting	April 1985 Joined the Company April 2008 General Manager, Office Automation Department of the Company December 2011 General Manager, Public & Investor Relations Section of the Company October 2013 General Manager, Personnel Department of the Company June 2015 Director & Corporate Officer of the Company In charge of Personnel Department of the Company In charge of Compliance of the Company March 2016 In charge of Office Automation Department of the Company January 2017 Deputy in charge of Compliance of the Company December 2018 In charge of IT Planning Department of the Company April 2019 Deputy in charge of Financial Department of the Company January 2022 In charge of Finance, IT Planning, Operation Efficiency Improvement of the Company August 2022 In charge of Finance and IT Planning of the Company January 2023 Director & Senior Corporate Officer of the Company (to present) March 2025 In charge of Personnel and IT Planning of the Company June 2025 In charge of Personnel and IT Planning, Secretary of the Company (to present) [Significant concurrent positions] — [Attendance at meetings of the Board of Directors] 19/19 (100%)	13,100
	[Reason for nomination as candidate for Director] Having been involved in the fields of information systems, investor relations, personnel affairs, and finance, Mr. Shuichi Jinno has extensive experience and achievements in corporate departments and is well-versed in the Group's operations. Since his appointment to Director in June 2015, he has been demonstrating advanced management capabilities as a person in charge of personnel affairs, compliance, finance, IT planning, and operation efficiency improvement. In addition, he has been demonstrating advanced expertise and strong leadership in accelerating investment in human capital through human resource development and the revision of personnel system, as well as in strengthening the organizational foundation, the implementation of digital transformation (DX), and the enhancement of information security, while appropriately overseeing the management of the Group. The Company nominates him as a candidate for Director, as he is a person of excellent character and insight, and it expects him to continue to contribute to the promotion of fundamental structural reforms and growth strategy, the sustainable development and the enhancement of corporate value of the Group based on a broad perspective with a view to implementing management that is conscious of human capital and cost of capital, etc.		

(Note) No particular interests exist between the Company and Mr. Shuichi Jinno.

<table>
<tr><th>No.</th><th>Name
(Date of birth)
(Gender)</th><th>Brief career history, positions and responsibilities at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">4</td><td>
Kazuya Tani
(March 14, 1969)
(Male)

[Reappointment]

[Term of office as Director]
6 years at the conclusion of this General Meeting</td><td>April 1992 Joined the Company
April 2009 Representative Director & President, N.V. ISEKI EUROPE S.A.
January 2015 Representative Director & President, ISEKI France S.A.S.
October 2017 General Manager, Overseas Business Control Department and General Manager, Europe Sales &Marketing Department of the Company
January 2020 Corporate Officer of the Company
General Division Manager, Overseas Business Division of the Company (to present)
March 2020 Director & Corporate Officer of the Company
January 2024 Director & Senior Corporate Officer of the Company (to present)
March 2025 In charge of Corporate Planning, Public & Investor Relations, Finance of the Company (to present)
[Significant concurrent positions]
—

[Attendance at meetings of the Board of Directors]
19/19 (100%)</td><td>8,400</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
Having served as Director and President of sales companies in Europe, Mr. Kazuya Tani has extensive experience and achievements in sales, business management, and finance related to overseas business and is well-versed in the Group’s operations. He was appointed to be in charge of corporate planning, public & investor relations, and finance in March 2025, and has been leading efforts in strengthening the Company’s corporate functions. He has been demonstrating strong leadership in enhancing management with a strong focus on the capital markets, including improving engagement with shareholders, investors, customers, employees, and other stakeholders of the Company. In addition, he has been appropriately overseeing the management of the Group.
The Company nominates him as a candidate for Director, as he is a person of excellent character and insight, and it expects him to continue to contribute to the formulation, implementation, and communication of growth strategy in order to implement management that is conscious of cost of capital, etc. as well as to the promotion of fundamental structural reforms and growth strategy, the sustainable development and the enhancement of corporate value of the Group based on a broad perspective.</td></tr>
</table>

(Note) No particular interests exist between the Company and Mr. Kazuya Tani.

<table>
<tr><th>No.</th><th>Name
(Date of birth)
(Gender)</th><th>Brief career history, positions and responsibilities at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">5</td><td>
Atsushi Iwasaki
(January 9, 1959)
(Male)

[Reappointment]
[Outside]
[Independent]

[Term of office as Director]
12 years and 9 months at the conclusion of this General Meeting</td><td>November 1990 Joined Century Audit Corporation (currently Ernst & Young ShinNihon LLC)
March 1991 Registered as a certified public accountant
March 1997 Registered as a real estate appraiser
August 2005 Retired from Shin Nihon & Co. (currently Ernst & Young ShinNihon LLC)
September 2005 President, Iwasaki Certified Public Accountant Office (to present)
June 2013 Director of the Company (to present)
June 2015 Outside Audit & Supervisory Board Member, NH Foods Ltd.
June 2016 Outside Audit & Supervisory Board Member, OLYMPUS CORPORATION
June 2019 Outside Director, NH Foods Ltd.
Outside Director, OLYMPUS CORPORATION
June 2024 Outside Audit & Supervisory Board Member, Nippon Kayaku Co., Ltd. (to present)
[Significant concurrent positions]
President and certified public accountant, Iwasaki Certified Public Accountant Office
Outside Audit & Supervisory Board Member, Nippon Kayaku Co., Ltd.

[Attendance at meetings of the Board of Directors]
19/19 (100%)
[Attendance at meetings of the Nomination and Compensation Committee]
8/8 (100%)</td><td>0</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Outside Director, expected roles, etc.]
With extensive experience and knowledge as a certified public accountant, Mr. Atsushi Iwasaki has experience as Outside Director and Outside Audit & Supervisory Board Member at other companies and specialized and advanced skills in areas such as management strategy, finance, and compliance.
He was appointed to Outside Director in June 2013 and has been supervising the Company’s management from a neutral and objective viewpoint and providing valuable advice as appropriate on the Group’s management strategies and governance, among others, from a professional standpoint, to contribute to enhancing the supervisory functions and ensuring transparency of the Board of Directors of the Company. In addition, he chairs the Company’s Board of Directors as well as the Nomination and Compensation Committee and the ESG Committee, and plays an important role in ensuring the effectiveness of these Committees.
The Company expects him to continue to supervise the Company’s management for the sustainable enhancement of corporate value and provide advice based on his own insight.
The Company nominates him as a candidate for Outside Director as it believes, for the reasons above, he will appropriately execute his duties as Outside Director.

[Independence]
No particular interests exist between the Company and Mr. Atsushi Iwasaki. In addition, there is no special relationship between the Company and Iwasaki Certified Public Accountant Office or Nippon Kayaku Co., Ltd. where Mr. Atsushi Iwasaki has a significant concurrent position.</td></tr>
</table>

(Notes)

1. Mr. Atsushi Iwasaki is a candidate for Outside Director. The Company has registered him with the Tokyo Stock Exchange as Independent Director stipulated by Tokyo Stock Exchange.
2. Although Mr. Atsushi Iwasaki has never been involved in company management (including overseas companies) except as an outside director or outside audit & supervisory board member, the Company believes that, for the reasons described in “Reason for nomination as candidate for Outside Director, expected roles, etc.” above, he can successfully fulfill his responsibilities as Outside Director.
3. In accordance with the provisions of Article 27, Paragraph 2 of the Company’s Articles of Incorporation based on Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Mr. Atsushi Iwasaki to limit his liability for damages stipulated in Article 423, Paragraph 1 of the same Act. The maximum amount of liability pursuant to the provisions of the Articles of Incorporation is the total of the amounts stipulated in each item of Article 425, Paragraph 1 of the Companies Act. If his reelection is approved and he assumes office, the agreement shall continue to be effective.

No.	Name (Date of birth) (Gender)	Brief career history, positions and responsibilities at the Company	Number of shares of the Company held
6	 Eiko Kisogawa (March 21, 1962) (Female) [Reappointment] [Outside] [Independent] [Term of office as Director] 2 years at the conclusion of this General Meeting	April 1984 Joined American Family Life Assurance Company of Columbus (currently Aflac Life Insurance Japan Ltd.) April 2004 General Manager of Operations Division of American Family Life Assurance Company of Columbus January 2010 General Manager of Administration Planning Department 2 of American Family Life Assurance Company of Columbus January 2011 General Manager of Policy Maintenance Department of American Family Life Assurance Company of Columbus January 2012 Vice President of Policy Maintenance Department, Premium Accounting Department 1 and Premium Accounting Department 2 of American Family Life Assurance Company of Columbus January 2013 Vice President of Corporate Value Enhancement Program of American Family Life Assurance Company of Columbus January 2016 President Chief Executive Officer of Aflac Payment Services Co., Ltd. January 2018 Vice President of Administration Management Department and Customer Services Promotion Department of American Family Life Assurance Company of Columbus January 2021 Corporate Adviser of Aflac Life Insurance Japan Ltd. June 2023 Outside Director (Member of the Audit & Supervisory Committee), MARUBUN CORPORATION (to present) March 2024 Director of the Company (to present) January 2025 Vice President, Gold Ribbon Network (scheduled to be appointed as President in March 2026) [Significant concurrent positions] Outside Director (Member of the Audit & Supervisory Committee), MARUBUN CORPORATION [Attendance at meetings of the Board of Directors] 19/19 (100%) [Attendance at meetings of the Nomination and Compensation Committee] 8/8 (100%)	0

[Reason for nomination as candidate for Outside Director, expected roles, etc.]
Ms. Eiko Kisogawa has experience in leading forces in areas such as the business reforms by improving and upgrading processes, restructuring of risk management frameworks, and implementation of company-wide IT and digital transformation (DX) projects at a financial institution. In addition, she had experience in management at a business corporation, and has professional expertise and extensive experience related to corporate management and improvement of operational efficiency.
Having served as Outside Director (Member of the Audit & Supervisory Committee) at other company, she has advanced skills in the area of corporate governance including compliance and internal control.
She was appointed to Outside Director in March 2024 and has been supervising the Company's management from a neutral and objective viewpoint and providing professional and valuable advice as appropriate on improving operational efficiency and reforming and instilling governance, to contribute to enhancing the supervisory functions and ensuring transparency of the Board of Directors of the Company.
The Company expects her to continue to supervise the Company's management for the sustainable enhancement of corporate value and provide advice based on her own insight.
The Company nominates her as a candidate for Outside Director as it believes, for the reasons above, she will appropriately execute her duties as Outside Director.

[Independence]
No particular interests exist between the Company and Ms. Eiko Kisogawa. In addition, there is no special relationship between the Company and MARUBUN CORPORATION where Ms. Eiko Kisogawa has a significant concurrent position. Although the Group and Aflac Life Insurance Japan Ltd. where Ms. Eiko Kisogawa previously worked have business transactions, the amount of such transactions is less than 0.01% of consolidated net sales of Aflac Life Insurance Japan Ltd.

(Notes)

1. Ms. Eiko Kisogawa's name in the family register is "Eiko Morimoto."
2. Ms. Eiko Kisogawa is a candidate for Outside Director. The Company has registered her with the Tokyo Stock Exchange as Independent Director stipulated by Tokyo Stock Exchange.
3. In accordance with the provisions of Article 27, Paragraph 2 of the Company's Articles of Incorporation based on Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Ms. Eiko Kisogawa to limit her liability for damages stipulated in Article 423, Paragraph 1 of the same Act. The maximum amount of liability pursuant to the provisions of the Articles of Incorporation is the total of the amounts stipulated in each item of Article 425, Paragraph 1 of the Companies Act. If her reelection is approved and she assumes office, the agreement shall continue to be effective.

No.	Name (Date of birth) (Gender)	Brief career history, positions and responsibilities at the Company	Number of shares of the Company held
7	 Fumiko Kishimoto (September 23, 1973) (Female) [Reappointment] [Outside] [Independent] [Term of office as Director] 2 years at the conclusion of this General Meeting	April 1998 Entered the Legal Training and Research Institute, Supreme Court of Japan March 2000 Graduated from the Legal Training and Research Institute, Supreme Court of Japan April 2000 Registered as an attorney (Joined Tokyo Bar Association) Joined Azusa Sogo Law Office June 2019 Outside Director (Audit and Supervisory Committee Member), NIHON DENGI CO., LTD. (to present) September 2021 Representative, Azusa Sogo Law Office (to present) March 2024 Director of the Company (to present) [Significant concurrent positions] Representative and attorney, Azusa Sogo Law Office Outside Director (Audit and Supervisory Committee Member), NIHON DENGI CO., LTD. [Attendance at meetings of the Board of Directors] 19/19 (100%) [Attendance at meetings of the Nomination and Compensation Committee] 8/8 (100%)	0
	[Reason for nomination as candidate for Outside Director, expected roles, etc.] Ms. Fumiko Kishimoto has professional expertise and extensive experience in legal matters as an attorney. Having served as Outside Director (Audit and Supervisory Committee Member) at other company, she has specialized and advanced skills in the area of corporate governance including compliance and internal control. She was appointed to Outside Director in March 2024 and has been supervising the Company's management from a neutral and objective viewpoint and providing professional and valuable advice as appropriate on ensuring compliance as well as reforming and instilling governance, to contribute to enhancing the supervisory functions and ensuring transparency of the Board of Directors of the Company. The Company expects her to continue to supervise the Company's management for the sustainable enhancement of corporate value and provide advice based on her own insight. The Company nominates her as a candidate for Outside Director as it believes, for the reasons above, she will appropriately execute her duties as Outside Director. [Independence] No particular interests exist between the Company and Ms. Fumiko Kishimoto. In addition, there is no special relationship between the Company and Azusa Sogo Law Office or NIHON DENGI CO., LTD. where Ms. Fumiko Kishimoto has significant concurrent positions.		

(Notes)

1. Ms. Fumiko Kishimoto's name in the family register is "Fumiko Okada."
2. Ms. Fumiko Kishimoto is a candidate for Outside Director. The Company has registered her with the Tokyo Stock Exchange as Independent Director stipulated by Tokyo Stock Exchange.
3. Although Ms. Fumiko Kishimoto has never been involved in company management (including overseas companies) except as an outside director or outside audit & supervisory board member, the Company believes that, for the reasons described in "Reason for nomination as candidate for Outside Director, expected roles, etc." above, she can successfully fulfill her responsibilities as Outside Director.
4. In accordance with the provisions of Article 27, Paragraph 2 of the Company's Articles of Incorporation based on Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Ms. Fumiko Kishimoto to limit her liability for damages stipulated in Article 423, Paragraph 1 of the same Act. The maximum amount of liability pursuant to the provisions of the Articles of Incorporation is the total of the amounts stipulated in each item of Article 425, Paragraph 1 of the Companies Act. If her reelection is approved and she assumes office, the agreement shall continue to be effective.

<table>
<tr><th>No.</th><th>Name
(Date of birth)
(Gender)</th><th colspan="2">Brief career history, positions and responsibilities at the Company</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">8</td><td>
Hiroyuki Abe
(September 14, 1957)
(Male)

[New appointment]
[Outside]
[Independent]</td><td colspan="2">April 1980 Joined Furukawa Mining Co., Ltd. (currently Furukawa Co., Ltd.)
March 2005 General Manager, Development & Design Department, Production Division, Furukawa Rock Drill Co., Ltd.
June 2012 Director, General Manager, Special Machinery Department, Sales Division, Furukawa Rock Drill Co., Ltd.
June 2014 Senior Managing Director, General Manager, Production Division, Furukawa Rock Drill Co., Ltd.
June 2015 Executive Officer, Furukawa Co., Ltd.
Executive Vice President, Furukawa Rock Drill Co., Ltd.
June 2017 Senior Executive Officer, Furukawa Co., Ltd.
Executive Vice President, Furukawa Rock Drill Co., Ltd.
June 2019 Managing Executive Officer, Furukawa Co., Ltd.
President & Representative Director, Furukawa Rock Drill Co., Ltd.
June 2021 Corporate Officer, Furukawa Co., Ltd.
July 2023 Technical Advisor, Nippo Co., Ltd. (to present) (currently ST Protics Co., Ltd.)
April 2024 Chairman, Construction Environment Committee, Association of Nihon Tunnel Construction Sub-Contractors (to present)

[Significant concurrent positions]
Technical Advisor, ST Protics Co., Ltd.
Chairman, Construction Environment Committee, Association of Nihon Tunnel Construction Sub-Contractors</td><td>0</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Outside Director, expected roles, etc.]
Mr. Hiroyuki Abe has extensive experience at a machinery and non-ferrous metal manufacturing company, working in fields ranging from technical areas such as development & design, and production to sales, and possesses a wealth of technical knowledge and hands-on experience in the machinery manufacturing industry.
Having served not only as an executive officer of a parent company but also as President & Representative Director at a group company, he has a high level of insight and expertise from the perspective of management supervision and corporate governance.
The Company expects him to supervise the Company’s management from a neutral and objective viewpoint and to provide professional and valuable advice as appropriate by leveraging his knowledge and experience, thereby contributing to enhancing the supervisory functions and ensuring the transparency of the management of the Board of Directors for the sustainable enhancement of the corporate value.
The Company nominates him as a candidate for Outside Director as it believes, for the reasons above, he will appropriately execute his duties as Outside Director.

[Independence]
No particular interests exist between the Company and Mr. Hiroyuki Abe. In addition, there is no special relationship between the Company and ST Protics Co., Ltd. or Construction Environment Committee, Association of Nihon Tunnel Construction Sub-Contractors where Mr. Hiroyuki Abe has significant concurrent positions.</td></tr>
</table>

(Notes)

1. Mr. Hiroyuki Abe is a new candidate for Outside Director. If Mr. Hiroyuki Abe is elected and assumes office as proposed, the Company will register him with the Tokyo Stock Exchange as Independent Director stipulated by Tokyo Stock Exchange.
2. If Mr. Hiroyuki Abe is elected and assumes office, the Company will enter into an agreement with him to limit his liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act in accordance with the provisions of Article 27, Paragraph 2 of the Company’s Articles of Incorporation based on Article 427, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the provisions of the Articles of Incorporation is the total of the amounts stipulated in each item of Article 425, Paragraph 1 of the Companies Act.

(Notes)

1. The Company has entered into a directors and officers liability insurance contract insuring all Directors (including Outside Directors) and Audit & Supervisory Board Members (including Outside Audit & Supervisory Board Members), as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages that arise when Directors and Audit & Supervisory Board Members become liable for the execution of their duties or receive claims related to the pursuit of such liability. However, there are certain exclusions, such as no coverage for any damage caused by acts performed with the knowledge that they are in violation of laws and regulations. The Company intends to renew the insurance contract with the above terms and conditions in September 2026 during the terms of office of the candidates.
2. The Company received a recommendation from the Japan Fair Trade Commission based on the Subcontract Act (currently the Act on Proper Transactions with Small and Medium-Sized Entrusted Business Operators) on May 9, 2025, while among the candidates for Director, Mr. Atsushi Iwasaki, Ms. Eiko Kisogawa, and Ms. Fumiko Kishimoto were serving as Outside Directors. Although these individuals were not aware of the relevant violations prior to their discovery, they had consistently spoken at Board of Directors meetings and other forums about the importance of legal compliance and the strengthening of governance systems, including enhancements to internal control systems. Furthermore, after the violations were identified, they have appropriately fulfilled their responsibilities by providing necessary advice on identifying the causes and implementing measures to prevent recurrence.

(Reference)

[Independence Standards for Outside Directors/Auditors]

The Company will decide that an Outside Director/Auditor or a candidate for Outside Director/Auditor is independent from the Company if they are deemed not to fall under any of the following items.

1. The Group's (*1) executive (*2) at present or in the past
2. The Company's major shareholder (*3) or its executive in the most recent five fiscal years including the current fiscal year
3. The Group's major business partner (*4) or its executive in the most recent three fiscal years including the current fiscal year
4. An entity whose major business partner is the Group (*5) or its executive in the most recent three fiscal years including the current fiscal year
5. The Group's major lender (*6) or its executive in the most recent three fiscal years including the current fiscal year
6. An entity who has received average annual donations of 10 million yen or more from the Group in the most recent three fiscal years including the current fiscal year (or its affiliate if the recipient is an incorporated entity, an association or any other organization).
7. A consultant, an accounting or legal expert who has received monetary or other proprietary benefits of approximately 10 million yen or more on average from the Group, apart from the remuneration for director/auditor, in the most recent three fiscal years including the current fiscal year (or its affiliate if the recipient an incorporated entity, an association or any other organization).
8. A spouse or a relative within the second degree of kinship of a key person (*7) among the persons described in any of items 1 to 7 above
9. An executive of an entity with which the Company has an interlocking directorship (*8) for outside officers
10. Other than the persons described in any of the above items, a person who has significant interests with the Group that raise concerns over his/her independence

(*1) The Company, its subsidiaries, or equity method affiliates
(*2) Executive director, executive officer, general manager or other employee
(*3) A shareholder holding 10% or more of the Company's voting rights
(*4) An entity making payments to the Group that accounts for 2% or more of the Group's consolidated net sales in business transactions with the Group
(*5) An entity receiving payment from the Group for purchases that accounts for 2% or more of the consolidated net sales of the entity in business transactions with the Group
(*6) A financial institution lending the Group an amount accounting for 2% or more of the consolidated total assets of the Group

(*7) In items 1 to 6, an executive director, executive officer, or employee in a position equivalent to general manager or higher. In item 7, a certified public accountant affiliated to an audit firm or an attorney-at-law affiliated to a law firm.

(*8) A relationship where the executive of an entity where the Group's executive currently serves as an outside officer is appointed as the Company's Outside Director/Auditor.

(Reference)

[Skill Matrix of Directors After Approval of Proposal 2]

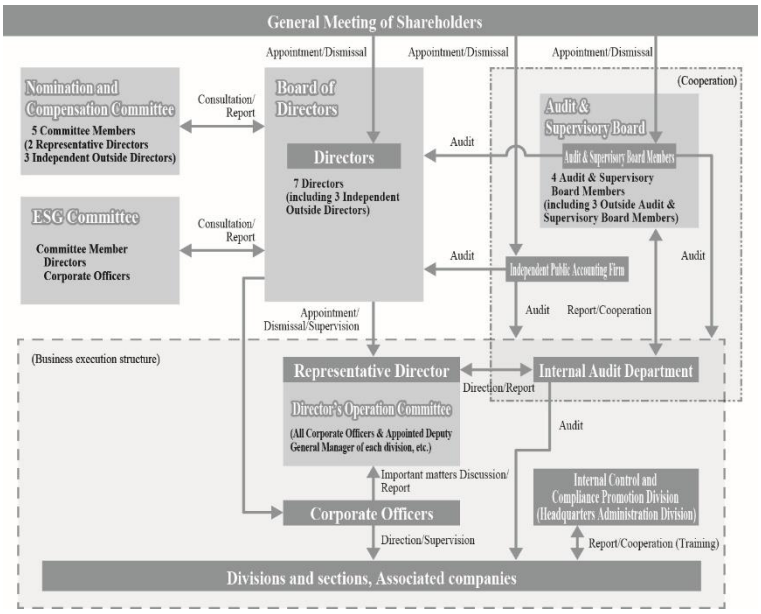
	Name	Title	Corporate Management/ Management Strategy	Finance	Sales/ Marketing	Overseas Business	Development and Manufacturing	Compliance/ Legal Affairs/ Audit	ESG/ Sustainability	Personnel	IT/ Data
Directors	Shiro Tomiyasu	Representative Director, Chairman & Executive Officer	●	●					●	●	
	Hajime Odagiri	Representative Director, President & Executive Officer	●		●	●	●		●		●
	Shuichi Jinno	Director & Senior Corporate Officer		●				●		●	●
	Kazuya Tani	Director & Senior Corporate Officer	●	●	●	●			●		
	Atsushi Iwasaki	Director	●	●				●	●		
	Eiko Kisogawa	Director	●					●	●		●
	Fumiko Kishimoto	Director						●	●		
	Hiroyuki Abe	Director	●		●		●	●			

* The table above does not represent all types of knowledge held by each officer.

* Executive Directors will be determined at a meeting of the Board of Directors to be held after this General Meeting of Shareholders.

(Reference)
[Corporate Governance Structure]

As of January 1, 2026



The Company has established the Nomination and Compensation Committee, which is chaired by an Independent Outside Director and consists of two Representative Directors and three Independent Outside Directors. The Nomination and Compensation Committee is an advisory body to the Board of Directors on nomination matters such as proposals for the general meeting of shareholders regarding the appointment and dismissal of Directors, the appointment and dismissal of Corporate Officers, and the appointment and dismissal of Representative Directors, as well as compensation of Directors and Corporate Officers.

(Reference)
[Evaluation of the Effectiveness of the Board of Directors]

To further improve the functions of the Board of Directors, the Company has been conducting self-evaluation by each officer and analysis on the effectiveness of the Board of Directors since 2017. Effectiveness evaluations are conducted in ways that make it easy to solicit individual opinions, such as by appointing a third-party organization to have all Directors and Audit & Supervisory Board Members respond to questionnaires and to conduct interviews with the Representative Directors, Outside Directors, and some of the Directors and Audit & Supervisory Board Members individually.

From the questionnaire responses for fiscal year 2024, generally positive opinions were received in terms of the appropriate decisions on matters deliberated by the Board of Directors, and appropriate oversight of the nomination of candidates for Director and determination of specific compensation amounts through the Nomination and Compensation Committee, and the demonstration of management oversight functions by Outside Directors. The Company, therefore, concluded that the effectiveness of the Board of Directors as a whole has been secured.

On the other hand, issues for further strengthening the functions of the Board of Directors and creating more lively discussions were shared. These include follow-up on the progress of management plans, creation of corporate value through the use of data and digital technologies, investment in human capital, and oversight of efforts to address labor and human rights issues.

On the basis of this effectiveness evaluation, the Board of Directors of the Company will give due consideration to and respond to the issues promptly and continue to implement the PDCA cycle in order to further enhance the functions of the Board of Directors.

(Note) The Company is continuing to conduct effectiveness evaluations using the above methods in fiscal year 2025.