



March 17, 2026

To All Parties Concerned

Company name	Hulic Co., Ltd.
Head Office	7-3, Nihonbashi Odenmachi, Chuo-ku, Tokyo, Japan
Representative	Takaya Maeda President, Representative Director
	Prime Market (Securities code: 3003)
Contact	Mayumi Naruse Managing Officer, Head of IR
Phone	+81 (3) 5623-8102

Notice Concerning the Introduction of a Share-Based Benefit Trust (J-ESOP-RS)

Hulic Co., Ltd. (the “Company”) hereby announces that, at a meeting of its Board of Directors held today, it resolved to introduce an incentive plan under which shares of the Company will be granted to its employees, namely a “Share-based Benefit Trust (J-ESOP-RS)” (the “Plan”).

The trust established based on a trust agreement to be entered into with Mizuho Trust & Banking Co., Ltd. in connection with the Plan is hereinafter referred to as the “Trust.”

Accordingly, the details are as follows.

1. Background of the Introduction

On February 3, 2026, the Company announced its new Medium-and Long-Term Management Plan and has been working toward the realization of its vision for 2036: “A corporate group that continues to its Transformation, Evolution, and Growth by creating diverse value based on the real estate business as the core.”

The Company has already introduced, in March 2016, a performance-linked share-based remuneration plan for its Directors (excluding Outside Directors) and Executive Officers (hereinafter collectively referred to as the “Directors, etc.”). The purpose of this plan is to more clearly align the compensation of the Directors, etc. with the Company’s performance and corporate value, and to enhance their awareness of contributing to the improvement of medium- to long-term performance and corporate value by sharing not only the benefits of stock price increases but also the risks of stock price declines with shareholders.

In light of the above, the Company has decided to introduce the Plan as part of its investment in human capital, with the aim of further enhancing employees’ interest in management and stock price performance, encouraging them to share the same perspective as shareholders together with the Directors, etc., and motivating them to proactively engage in initiatives to improve corporate value over the medium to long term.

2. Overview the Plan

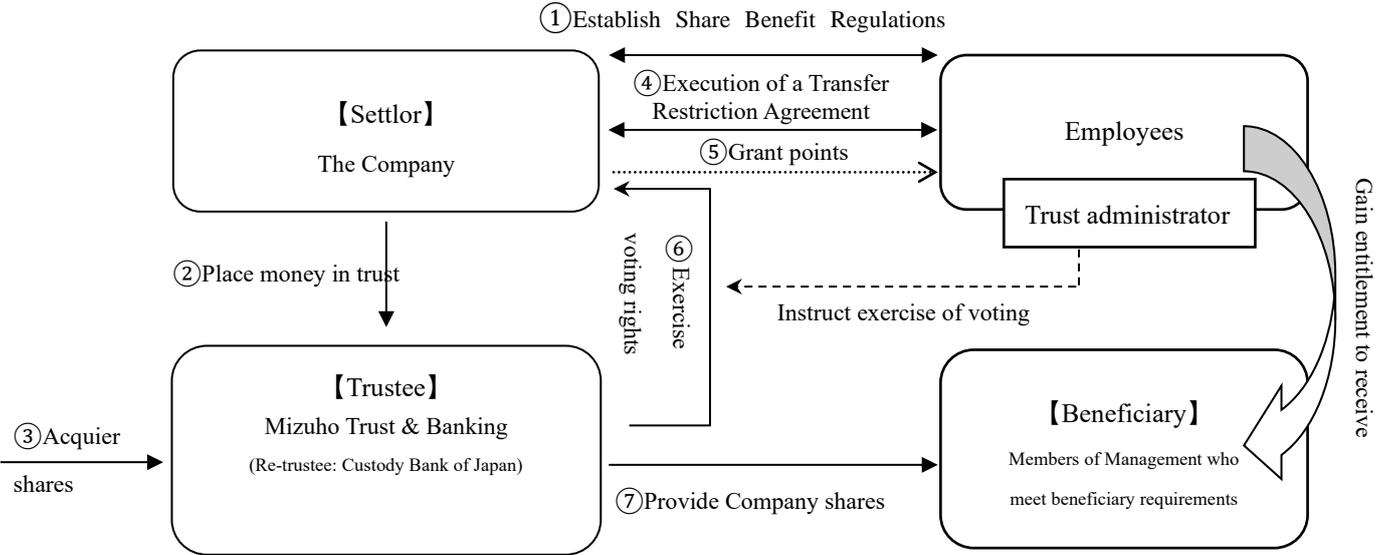
The Plan is a trust-based scheme modeled after the Employee Stock Ownership Plan (ESOP) system in the United States. Under the Plan, based on the employee stock benefit regulations established in advance by the Company, shares of the Company and/or cash equivalent to the market value of the Company’s shares (hereinafter collectively referred to as the “Company shares, etc.”) will be granted to eligible employees of the Company who satisfy certain requirements.

Under the Plan, the Company will grant points to employees in accordance with factors such as their qualification grades. When employees acquire the right to receive benefits upon satisfying certain conditions, the Company

shares, etc. corresponding to the granted points will be provided to them. In the event that an employee receives Company shares while still employed by the Company, the employee will be required to enter into a transfer restriction agreement with the Company prior to the delivery of such shares. As a result, any Company shares granted to an employee during the period of employment will be subject to restrictions on transfer or other disposition until the employee’s retirement.

The shares to be granted to employees will be acquired, including those for future grants, using funds contributed to the Trust in advance and will be separately managed as trust assets. Through the introduction of the Plan, the Company expects to enhance employees’ interest in stock price performance and business results, thereby contributing to more proactive engagement in their work activities than ever before.

【Structure of the Plan】



- ① The Company establishes the Employee Share Benefit Regulations upon introducing the Plan.
 - ② The Company places money in trust (third-party-benefit trust) with Mizuho Trust & Banking (Retrustee:Custody Bank of Japan) to acquire in advance the shares to be provided to employees in the future in accordance with the Share Benefit Regulations.
 - ③ The Trust shall acquire shares of the Company using the funds entrusted as described in item ②, either through the stock exchange market or by underwriting the disposal of the Company’s treasury shares.
 - ④ Employees shall enter into a transfer restriction agreement with the Company that provides, with respect to the Company’s shares granted to them during their period of employment, for restrictions on transfer or other disposition of such shares until their retirement, as well as certain provisions allowing the Company to acquire such shares without compensation, among other terms.
 - ⑤ The Company grants points to employees based on the Employee Share Benefit Regulations.
 - ⑥ The Trust exercises voting rights in accordance with the instructions of the trust administrator.
 - ⑦ The Trust shall grant shares of the Company to those employees who satisfy the beneficiary requirements set forth in the Employee Share Benefit Regulations (hereinafter referred to as the “Beneficiaries”), in accordance with the number of points granted to each Beneficiary.
- Notwithstanding the foregoing, if an employee satisfies the requirements prescribed in the Employee Share Benefit Regulations, a certain portion of the points shall be settled at the time of retirement by the payment of cash equivalent to the market value of the Company’s shares.

3. Outline of the Trust

1	Name	Share-Based Benefit Trust (J-ESOP-RS)
2	Settlor	Hulic Co., Ltd.
3	Trustee	Mizuho Trust & Banking Co., Ltd. (Re-trustee: Custody Bank of Japan, Ltd.)
4	Beneficiaries	Employees who meet beneficiary requirements set forth in the Employee Share Benefit Regulations
5	Trust administrator	Selected from the Company's employees
6	Type of trust	Money held in trust other than a money trust (third-party-benefit trust)
7	Purpose of trust	To provide Company shares, which are the trust assets, to beneficiaries in accordance with the Employee Share Benefit Regulations
8	Contract date of the Trust	March 18, 2026
9	Date of placing money in trust	March 18, 2026
10	Trust period	From March 18, 2026 to the day of termination of the trust (No specific termination date will be determined; the trust will continue as long as the Plan continues.)

4. Acquisition details of Company shares in the Trust

- (1) Class of shares to be acquired: Common shares of the Company
- (2) Amount to be entrusted as funds: 791,000,000 yen
- (3) Maximum number of shares to be acquired: 370,000 shares
- (4) Method of acquisition: Acquired from the stock exchange market
- (5) Period of acquisition: From March 18, 2026 to March 27, 2026 (provisional)

End