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Securities code: 3030
May 11, 2026
(Commencement date of measures for electronic provision: May 1, 2026)

To Shareholders with Voting Rights:

Tsuyoshi Ohta
President & CEO
HUB CO., LTD.
3-14-10, Sotokanda, Chiyoda-ku,
Tokyo, Japan

NOTICE OF
THE 28th ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

We hereby inform you that the 28th Annual General Meeting of Shareholders of HUB CO., LTD. (the "Company") will be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures to provide information electronically, and matters subject to the measures to provide information electronically are posted on the following website on the internet.

The Company's website
https://www.pub-hub.co.jp/en/ir/index.html

If you cannot view the matters subject to the measures to provide information electronically on the Company's website, please access the Tokyo Stock Exchange's website shown below, enter and search for "HUB CO.,LTD." in the "Issue name (company name)" field or "3030," the securities code of the Company, in the "Code" field, select "Basic information" and "Documents for public inspection/PR information," in that order, and view the information.

Tokyo Stock Exchange's website (Listed Company Search)
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

If you are not attending the meeting in person, you can exercise your voting rights in writing (by mail) or via the internet or other means (including the "Smart Exercise"). Please review the appended Reference Documents for the General Meeting of Shareholders, follow the instructions on the exercise of voting rights described below (Japanese only), and exercise your voting rights by no later than 7:00 p.m. on Tuesday, May 26, 2026, Japan time.

1. **Date and Time:** Wednesday, May 27, 2026, at 10:00 a.m. Japan time
(Doors will open at 9:00 a.m.)

2. **Venue:** Akiba Hall, 5th Floor, Hulic Akihabara Tower Bldg.
3 Kanda Neribei-cho, Chiyoda-ku, Tokyo, Japan

3. **Meeting Agenda:**
Matters to be reported: The Business Report and Non-consolidated Financial Statements for the Company's 28th Fiscal Year (from March 1, 2025 to February 28, 2026)
Proposal to be resolved:
Proposal: Appropriation of Surplus

4. Other Matters Determined for Convocation of General Meeting of Shareholders:

(1) If you would like to exercise your voting rights via a proxy, the proxy must be a shareholder with voting rights. You may designate only one proxy.

(2) If there is no indication of a vote for or against each proposal on the returned Voting Rights Exercise Form, it shall be treated as an indication of consent.

(3) When you exercise your voting rights both in writing and via the internet, the voting rights exercised via the internet shall be treated as a valid vote. Additionally, when exercising your voting rights twice or more via the internet, the voting rights exercised last shall be treated as a valid vote.

◎ When attending the meeting, please bring the enclosed Voting Rights Exercise Form and submit it at the reception desk.

◎ Should the matters subject to electronic provision of information require revisions, the revised versions will be posted on the relevant websites.

◎ The matters subject to electronic provision of information provided on the website are quoted in full from the reference documents for the general meeting of shareholders. Therefore, the page numbers, item numbers, and reference pages are not the same as in the Notice of the Annual General Meeting of Shareholders sent to our shareholders.

Reference Documents for the General Meeting of Shareholders

Proposal and References

Proposal: Appropriation of Surplus

The Company regards shareholder return as an important issue and its basic policy is to distribute dividends linked to business results targeting a payout ratio of 30% while strengthening profitability to make dividend payments and securing internal reserves.

In the fiscal year ended February 28, 2026, profit exceeded the initial forecast due to the recognition of deferred tax assets. This increase in profit is attributable to the recognition of income taxes – deferred (gain) for accounting purposes and does not result in an increase in cash and deposits. However, in order to further enhance returns to shareholders, the Company has set a year-end dividend consisting of a ordinary dividend of ¥10 per share and a special dividend of ¥1 per share, for a total of ¥11 per share.

1. Matters regarding the allocation of dividend property to shareholders and the total amount
   ¥11 per common share of the Company
   Total amount: ¥138,357,098

2. Effective date of dividends of surplus
   May 28, 2026