



Note: This is an English translation of the original Japanese document and is provided for informational purposes only. In case of any discrepancy, the Japanese original shall prevail.

May 14, 2026

Company name: ASJ INC.
Representative: Kuninori Aoki, President and
Representative Director
(Securities Code: 2351 TSE Standard Market
NSE Main Market)
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Notice Concerning Change in Dividend Policy (Introduction of Progressive Dividends) and Dividends of Surplus

The Company hereby announces that, at a meeting of the Board of Directors held on May 13, 2026, it resolved, as described below, to introduce progressive dividends as a change in its dividend policy and to pay dividends of surplus (year-end dividend) with a record date of March 31, 2026.

Regarding the dividends of surplus (year-end dividend), the Company has decided to pay 3 yen per share (an ordinary dividend of 2 yen and a commemorative listing dividend of 1 yen), in line with the most recent dividend forecast announced on March 9, 2026.

1. Reason for the Change in Dividend Policy

The Company recognizes shareholder returns as one of its key management issues and has continuously paid dividends since its listing on January 30, 2003. Against this backdrop, on February 6, 2026, the Company transferred to the Standard Market of the Tokyo Stock Exchange and newly listed on the Main Market of the Nagoya Stock Exchange, and in order to clearly demonstrate its intention to continue such shareholder returns going forward, it has decided to introduce progressive dividends as its dividend policy.

2. Details of the Change

(Before the change)

With regard to dividends from surplus, the Company's policy is to strive to strengthen shareholders' equity and maintain stable earning power over the long term, while continuing to pay dividends.

(After the change)

With regard to dividends from surplus, the Company's policy is to strive to strengthen shareholders' equity and

maintain and improve stable earning power over the long term and, in principle, not to reduce dividends, while working to provide proactive returns to shareholders through the continued implementation of progressive dividends.

3. Details of Dividends of Surplus

	Determined amount	Most recent dividend forecast (Announced on March 9, 2026)	Actual results for the previous fiscal year (Fiscal year ended March 31, 2025)
Record date	March 31, 2026	Same as the left	March 31, 2025
Dividend per share	¥3.00 (Ordinary dividend of ¥2.00) (Commemorative listing dividend of ¥1.00)	¥3.00 (Ordinary dividend of ¥2.00) (Commemorative listing dividend of ¥1.00)	¥3.00 (Ordinary dividend of ¥2.00) (Commemorative listing dividend of ¥1.00)
Total amount of dividends	23,405 thousand yen	-	23,853 thousand yen
Effective date	June 11, 2026	-	June 12, 2025
Source of dividends	Retained earnings	-	Retained earnings