May 21, 2026

For Immediate Release

Company name: Sotetsu Holdings, Inc.
Representative: Takamasa Kato, Representative Director, President
(Securities Code: 9003, TSE Prime Market)
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Notice of Revision of Amounts of Remuneration for Directors

Sotetsu Holdings, Inc. (the “Company”) announces that a meeting of the Board of Directors held on May 21, 2026 reviewed the officer remuneration plan and resolved to revise amounts of remuneration for Directors (the "Revision") and to submit a proposal regarding the Revision to the 158th Annual General Meeting of Shareholders to be convened on June 26, 2026 (the “General Meeting of Shareholders”). Details are as follows.

1. Purpose of the Revision

The Company reviewed the officer remuneration plan and decided to shift to a plan that is more clearly designed to offer not only a short-term performance incentive but also an incentive for enhancement of corporate value in the medium and long term. Taking into consideration the growing importance of Directors' duties and a review of the composition of the remuneration structure, the Company proposes revising remuneration amounts for Directors excluding Outside Directors to reduce existing amounts of basic remuneration and increase the ratio of performance-linked remuneration to total remuneration.

2. Details of Revision

The 147th Annual General Meeting of Shareholders of the Company held on June 26, 2015 gave its approval for an annual amount of remuneration for the Directors of the Company of up to 300 million yen (including up to 20 million yen for Outside Directors; not including the employee salary of the Directors who also serve as employees), and the 151st Annual General Meeting of Directors of the Company held on June 27, 2019 gave its approval to revise the annual amount of remuneration, etc. for Outside Directors to up to 40 million yen. However, at the General Meeting of Shareholders, the Company plans to ask for shareholders' approval to revise the limit on the annual amount of monetary

remuneration for Directors, including basic remuneration and performance-linked remuneration, to 400 million yen (including up to 40 million yen for Outside Directors; not including the employee salary of the Directors who also serve as employees).

After the close of the General Meeting of Shareholders, the Company plans to pay basic remuneration and performance-linked remuneration to Directors excluding Outside Directors and basic remuneration to Outside Directors within the abovementioned remuneration limits.