This document has been translated from 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 form of damages arising from the translation.

(Securities Code 4249)

Date of sending: June 3, 2026

Commencement date of measures for providing information in an electronic format: May 28, 2026

To All Shareholders:

1-1-1 Minami-Aoyama, Minato-ku, Tokyo

MORIROKU COMPANY, LTD.

President and CEO Naoki Kurose

NOTICE OF THE 111th ORDINARY GENERAL SHAREHOLDERS' MEETING

Dear Shareholders,

Please refer to the following for information about the upcoming 111th Ordinary General Shareholders' Meeting (the "General Shareholders' Meeting") of Moriroku Company, Ltd. (the "Company").

As the measures for providing information in an electronic format are adopted for the convocation of this General Shareholders' Meeting, the information that constitutes the content of reference documents for general meetings of shareholders, etc. (items for which the measures for providing information in an electronic format are taken), are posted on the following websites, so please access any of those websites to confirm the information.

[The Company website]
https://www.moriroku.co.jp/english/ir/stock_information/shareholder.html

[Website posting General Shareholders' Meeting materials (in Japanese)]
https://d.sokai.jp/4249/teiji/

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

[Please access the TSE website above, enter "Moriroku" in the "Issue name (company name)" field or the Company's securities code "4249" in the "Code" field, click "Search," select "Basic information," then "Documents for public inspection/PR information," and confirm "Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting" under the "Documents for public inspection."]

If you are not attending the Meeting on the day, you are entitled to exercise your voting rights online or in writing (by mail). In this case, please study the "Reference Documents for the General Meeting of Shareholders" and exercise your voting rights by no later than **5:30 p.m. on June 17, 2026 (Wednesday)**.

Sincerely yours,

1. Date and time: 10:00 a.m., Thursday, June 18, 2026
(Reception start time: 9:30 a.m.)

2. Venue: Bellesalle Toranomon, 2F, Sumitomo Fudosan Toranomon Tower, 2-2-1 Toranomon, Minato-ku, Tokyo
(The venue is different than the one for the previous meeting. When attending, please refer to the Venue Map for the Ordinary General Meeting of Shareholders at the end of this document to ensure you do not go to the wrong venue.)

3. Agenda:

Reports:

(1) Reports on the business review and consolidated financial statements, and report by the Accounting Auditor and the Audit & Supervisory Committee on the audit results of the consolidated financial statements for the 111th Fiscal Year (April 1, 2025, through March 31, 2026)

(2) Report on non-consolidated financial statements for the 111th Fiscal Year (April 1, 2025, through March 31, 2026)

Resolutions:

Proposed Resolution 1	Election of Six (6) Directors (Excluding Directors Who are Audit and Supervisory Committee Members)
Proposed Resolution 2	Election of Three (3) Directors who are Audit and Supervisory Committee Members
Proposed Resolution 3	Election of One (1) substitute Audit and Supervisory Committee Member

Notes: - If you attend the meeting in person, please submit the enclosed ballot at the reception desk.

- Shareholders who require assistance in attending the meeting are kindly requested to contact us by telephone by 5:30 p.m. on Thursday, June 11, 2026, for preparation purposes.
  Moriroku Co., Ltd. Administrative Division Tel: 03-3403-6102 (main number); Reception hours: 9:00 a.m. – 5:30 p.m. (excluding Saturdays, Sundays, and public holidays)
- If there are any revisions to the “items for which the measures for providing information in an electronic format are taken,” a notice stating such shall be posted on the websites on page 1 along with the contents of the revision.
- Shareholders who have requested the delivery of paper-based documents will also receive documents stating the “items for which the measures for providing information in an electronic format are taken,” which do not include the following in accordance with the law and Article 16 of the Company’s Articles of Incorporation.
  (1) Business Report: Current Situation of Corporate Group: Major Business Lines, Principal Offices and Factories, Employees, Major Lenders
  Business Report: Current Situation of the Company: Shares of the Company, Share Acquisition Rights, etc., Company Officers (Outline of Liability Limiting Contract, Outline of Indemnification Contract, etc., Outline of Directors and Officers Liability

Insurance Policy, etc., Status of Outside Officers), Accounting Auditor, Framework to Ensure Proper Operation of Business and Its Operations

(2) Consolidated Financial Statements: Consolidated Statement of Changes in Equity, Notes to Consolidated Financial Statements

(3) Non-consolidated Financial Statements: Non-consolidated Statement of Changes in Equity, Notes to Non-consolidated Financial Statements

Therefore, the Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements included in the documents are part of the materials audited to prepare the Accounting Audit Report by the Accounting Auditor and the Audit Report by the Audit and Supervisory Committee Members.

Please note that no souvenirs will be provided to shareholders attending the General Meeting of Shareholders.
We appreciate your understanding.

Reference Documents

Proposed resolutions and reference matters

Proposed Resolution 1 Election of Six (6) Directors (Excluding Directors Who are Audit and Supervisory Committee Members)

Following the conclusion of this General Meeting of Shareholders, all six directors (with the exception of those who are members of the Audit & Supervisory Committee; the same shall apply hereinafter in this Proposal) will have reached the end of their terms of office. Therefore, we propose that six directors be elected.

The Audit & Supervisory Committee of the Company has determined that all candidates for directors are qualified for appointment.

The candidates for the positions of Director are as follows:

No.	Name	Current position and main areas of responsibility at the Company, etc.	Position	Attendance at the Board of Directors meetings
1	Naoki Kurose	Representative Director, President and CEO	Re-appointment	18/18
2	Koichi Kikuchi	Representative Director, Executive Vice President and CFO	Re-appointment	18/18
3	Kenichi Hirai	Outside Director	Re-appointment Outside Independent	17/18
4	Ryo Otsuka	Outside Director	Re-appointment Outside Independent	18/18
5	Hitomi Yokote	Outside Director	Re-appointment Outside Independent	18/18
6	Shinya Mitsudomi		New-appointment Outside Independent	- /-

New-appointment: a candidate for a newly-appointed Director
Re-appointment: a candidate for a re-appointed Director
Outside: a candidate for an Outside Director
Independent: an independent officer under the rules of Tokyo Stock Exchange, Inc.

<table>
<tr><th>No.</th><th></th><th colspan="2">Brief career summary, position and main areas of responsibility at the Company</th></tr>
<tr><td rowspan="4">1</td><td rowspan="3">Naoki Kurose
(May 3, 1969)

Re-appointment

Number of the Company’s shares owned
4,900 shares</td><td>April 1988
January 2015
April 2018

June 2022

June 2023

June 2024

April 2026</td><td>Joined the Company
Moriroku Technology North America EVP
Executive Officer of Moriroku Technology Co., Ltd. (now Moriroku Technology Overseas Holdings Co., Ltd.)
Head of North America Operation
Executive Officer of the Company
Corporate Planning and DX Promotion Supervisor
Manager of Corporate Planning Division
Executive Managing Officer of the Company
Corporate Planning, DX Promotion and Sustainability Supervisor
Manager of Corporate Planning Department
Representative Director, President and CEO of the Company (current)
Chairman of the Board, Moriroku ReNova Co., Ltd. (current)</td></tr>
<tr><td colspan="2">Important concurrent duties</td></tr>
<tr><td colspan="2">Chairman of the Board, Moriroku ReNova Co., Ltd.</td></tr>
<tr><td colspan="3">Reason for nomination as a candidate for Director</td></tr>
<tr><td></td><td colspan="3">Mr. Naoki Kurose has extensive experience working in the international marketplace and possesses a wide range of knowledge, primarily in the design and development of resin processing products. He is also involved in corporate planning and sustainability promotion at the Company. He has in-depth knowledge of the operations of our Group, both in Japan and abroad. As Representative Director, President and CEO of the Company, he has demonstrated strong leadership, leveraging his experience and knowledge to enhance the corporate value of our Group.
Since the Company evaluated that he is an appropriately talented person to realize sustainable growth and further improvement of the corporate value of the Group, we have continued to elect him as a candidate for Director.</td></tr>
</table>

<table>
<tr><th>No.</th><th></th><th colspan="2">Brief career summary, position and main areas of responsibility at the Company</th></tr>
<tr><td rowspan="4">2</td><td rowspan="3">Koichi Kikuchi
(December 22, 1963)

Re-appointment

Number of the Company’s shares owned
1,000 shares</td><td>April 1986</td><td>Joined The Mitsui Trust and Banking Company, Limited (current Sumitomo Mitsui Trust Bank, Limited)</td></tr>
<tr><td>October 2000
June 2001
October 2010
February 2012
June 2019
April 2023
April 2024
April 2024
June 2024
April 2025</td><td>Joined PricewaterhouseCoopers Financial Advisory Services Company, Ltd.
Joined IBM Japan, Ltd.
CFO and Controller of Systems & Technology Group of IBM Japan, Ltd.
Executive Officer of Calbee, Inc.
General Manager of Finance & Accounting Group
Director of Calbee, Inc.
Managing Executive Officer and CFO
Director of Calbee, Inc.
Executive Vice President and CRO
Director of Calbee, Inc.
Joined the Company
Executive Fellow
Director, Executive Vice President and CFO of the Company
Representative Director, Executive Vice President and CFO of the Company (current)</td></tr>
<tr><td colspan="2">Important concurrent duties</td></tr>
<tr><td colspan="2">None</td></tr>
<tr><td></td><td colspan="3">Reason for nomination as a candidate for Director</td></tr>
<tr><td></td><td colspan="3">Mr. Koichi Kikuchi has extensive expertise in financial strategy, investor relations, and risk management, as well as substantial experience in corporate management and global business operations. As Representative Director, Executive Vice President, and CFO of the Company, he is currently focused on enhancing the corporate value of our Group through the application of his extensive expertise and strong leadership skills.
Since the Company evaluated that he is an appropriately talented person to realize sustainable growth and further improvement of the corporate value of the Group, we have continued to elect him as a candidate for Director.</td></tr>
</table>

No.		Brief career summary, position and main areas of responsibility at the Company	
3	Kenichi Hirai (September 3, 1954) Re-appointment Outside Independent Number of the Company's shares owned 700 shares	April 1978	Joined Nissan Diesel Motor Co., Ltd. (current UD Trucks Corporation)
		January 2008	Vice President of Nissan Diesel Motor Co., Ltd. CFO of Volvo Powertrain Japan
		April 2012	Vice President of UD Trucks Corporation Volvo Group Trucks Operations Japan Controlling Coordination
		January 2016	Director of KH Neochem Co., Ltd. General Manager of Finance Division
		March 2018	Managing Director of KH Neochem Co., Ltd. General Manager of Finance Division
		June 2020	Outside Director of the Company (current)
		Important concurrent duties	
		None	
	Reason for nomination as candidate for Outside Director and outline of expected roles		
	Mr. Kenichi Hirai has been involved in corporate management in the automotive and chemical industries and is well versed also in the industries of the Company. He has extensive knowledge and experience particularly in the fields of accounting and finance, and has provided appropriate advice and suggestions to the Nominating and Compensation Advisory Committee as a member from an objective and professional standpoint. Since 2024, Mr. Hirai has also served as independent lead Outside Director of the Company and has, in this capacity, collected and summarized opinions of the independent Outside Directors, engaged in coordination between the Board of Directors and the Audit & Supervisory Committee, and provided recommendations on business operations. The Company expects that he will continue to supervise the execution of the duties by Directors, etc. from an independent position, and thereby reinforce the function of the Company's Board of Directors. The Company therefore elected him as a candidate for Outside Director again.		

No.		Brief career summary, position and main areas of responsibility at the Company	
4	Ryo Otsuka (November 14, 1964) Re-appointment Outside Independent Number of the Company's shares owned -	April 1990	Joined the Company
		March 1994	Joined OHTSUKA POLY-TECH CO., LTD.
		May 1995	Director of OHTSUKA POLY-TECH CO., LTD.
		June 2001	Managing Director of OHTSUKA POLY-TECH CO., LTD.
		July 2010	Director and Vice President of OHTSUKA POLY-TECH CO., LTD.
		September 2012	President of OHTSUKA POLY-TECH CO., LTD. (current)
		June 2020	Outside Director of the Company (current)
		Important concurrent duties	
		President of OHTSUKA POLY-TECH CO., LTD.	
	Reason for nomination as candidate for Outside Director and outline of expected roles		
	Mr. Ryo Otsuka has been serving as Representative Director in a manufacturing company for many years and is also well versed in the industries of the Company. The Company expects that he will continue to supervise the execution of the duties by Directors, etc. from an independent position by utilizing his abundant experience and extensive knowledge that he has accumulated to date in management in general, thereby reinforcing the function of the Company's Board of Directors. The Company therefore elected him as a candidate for Outside Director again.		

No.		Brief career summary, position and main areas of responsibility at the Company	
5	Hitomi Yokote (November 26, 1962) Re-appointment Outside Independent Number of the Company's shares owned -	April 1986	Consulate-General of Japan in Sydney
		April 2003	Section Manager of External Relations Department at Sony Corporation (now Sony Group Corporation)
		April 2007	Corporate Officer of Toys"R"Us-Japan, Ltd.
		March 2011	Executive Officer of Japan Association for the World Food Programme
		July 2015	General Manager of Mark-i Inc.
		August 2018	ICU Service-Learning Center Coordinator and lecturer
		December 2020	Director of Centre for International Capacity Building (ICB) (current)
		February 2023	Councilor of Asian Rural Institute (current)
		June 2023	Outside Director of the Company (current)
		July 2023	CEO of Second Harvest Japan
		March 2024	Director of Alliance of Japan Foodbanks
		Important concurrent duties	
		Director of Centre for International Capacity Building (ICB) Councilor of Asian Rural Institute	
	Reason for nomination as candidate for Outside Director and outline of expected roles		
	Ms. Hitomi Yokote has a wealth of international experience, including negotiations with foreign governments and organizations, as well as experience and insight into a wide range of fields, including management, serving as an executive director of a non-profit organization, and human resource development. She has extensive knowledge and experience particularly in the fields of human resources development and diversity promotion. As a member of the Nominating and Compensation Advisory Committee, she has provided appropriate advice and suggestions, backed by her expertise and experience. The Company expects that she will continue to supervise the execution of the duties by Directors, etc. from an independent position, and thereby reinforce the function of the Company's Board of Directors. The Company therefore elected her as a candidate for Outside Director again.		

No.		Brief career summary, position and main areas of responsibility at the Company	
6	Shinya Mitsudomi (July 5, 1958) New-appointment Outside Independent Number of the Company's shares owned -	April 1982	Joined Hitachi, Ltd.
		April 2018	Vice President and Executive Officer, Managing Director of the Railway Business Unit (Japan and the Asia-Pacific region) and Group Head of Sales
		April 2020	Vice President and Executive Officer, CEO of the Building Systems Business Unit, Hitachi Ltd., and President and Representative Director of Hitachi Building Systems Co., Ltd.
		April 2022	Vice President and Executive Officer, Deputy Head of the Connective Industries Division CEO of the Building Systems Business Unit, Hitachi Ltd., and President and Representative Director of Hitachi Building Systems Co., Ltd. Director of Hitachi Global Life Solutions, Inc.
		Important concurrent duties	
		None	
	Reason for nomination as candidate for Outside Director and outline of expected roles		
	Mr. Shinya Mitsudomi has experience of being involved in significant business growth as the person responsible for a railway business with global operations. He also has extensive experience and a proven track record in the building systems business, including leading business growth as a manager. The Company expects that he will supervise the execution of the duties by Directors, etc. from an independent position by utilizing his abundant experience and extensive knowledge related to management necessary for realizing the sustainable growth of the Group, thereby reinforcing the function of the Company's Board of Directors. The Company therefore elected him as a candidate for Outside Director.		

Notes: 1. Mr. Shinya Mitsudomi is a candidate for Director to be newly appointed.

2. There are no special conflicts of interest between each of the candidates and the Company.
3. Mr. Kenichi Hirai, Mr. Ryo Otsuka, Ms. Hitomi Yokote and Mr. Shinya Mitsudomi are candidates to become Outside Directors.
4. Mr. Kenichi Hirai, Mr. Ryo Otsuka, and Ms. Hitomi Yokote are currently Outside Directors of the Company. Upon the conclusion of this General Shareholders' Meeting, Mr. Kenichi Hirai will have served as an Outside Director of the Company for 6 years, Mr. Ryo Otsuka will have served as an Outside Director of the Company for 6 years, and Ms. Hitomi Yokote will have served as an Outside Director of the Company for 3 years.
5. The Company concluded with Mr. Kenichi Hirai, Mr. Ryo Otsuka, and Ms. Hitomi Yokote a contract for limitation of liability which specifies their liability under Paragraph 1, Article 423 of the Companies Act as the minimum amount of the limit for liability provided by the Act, according to the provision of Paragraph 1, Article 427 of the Act. The limitation of liability based on the contract shall be either one million (1,000,000) yen or the amount prescribed by laws and regulations, whichever is higher. If the appointment of those candidates is approved, the Company will continue the contract with them. If the appointment of Mr. Shinya Mitsudomi is approved, the Company plans to enter into a similar liability limitation agreement with him.
6. The Company has entered into a contract with Mr. Naoki Kurose, Mr. Koichi Kikuchi, Mr. Kenichi Hirai, Mr. Ryo Otsuka, and Ms. Hitomi Yokote to indemnify them for the expenses prescribed in Item (i), Paragraph 1, Article 430-2 of the Companies Act and for the loss prescribed in Item (ii) of the same paragraph within the scope stipulated by laws and regulations. If the appointment of those candidates is approved, the Company will continue the contract with them. In addition, if the appointment of Mr. Shinya Mitsudomi is approved, the Company will execute a contract similar to the aforementioned contract with him.
7. The Company has concluded with an insurance company a directors and officers liability insurance contract as provided in Paragraph 1, Article 430-3 of the Companies Act. The said insurance contract will compensate for any damages (legal damages and dispute costs) arising in the event a claim for compensation for damages is made in connection with the execution of operations by an insured person. If the appointment or reappointment of the candidates is approved and each candidate assumes the position, they will be the insured under the insurance contract. The Company also plans to renew the insurance contract with the same details at the time of next renewal.
8. The Company appointed Mr. Kenichi Hirai, Mr. Ryo Otsuka, and Ms. Hitomi Yokote as independent officers under the rules of Tokyo Stock Exchange, Inc., and filed a notice with it in this regard. If their appointment is approved, the Company will appoint them as independent officers again. In addition, Mr. Shinya Mitsudomi satisfies the requirements for independent officer as stipulated by the Tokyo Stock Exchange, Inc., and the Company will register him as an independent officer with the Exchange.

Proposed Resolution 2: Election of Three (3) Directors who are Audit and Supervisory Committee Members

Following the conclusion of this General Meeting of Shareholders, all three Directors who are members of the Audit and Supervisory Committee will have reached the end of their terms of office. Therefore, we propose that three Directors who are Audit and Supervisory Committee Members be elected.

The Audit and Supervisory Committee has given its consent to this proposal item.

The candidates for the positions of Director who is Audit and Supervisory Committee Member are as follows:

No.	Name	Current position and main areas of responsibility at the Company, etc.	Position	Attendance at the Board of Directors meetings	Attendance at the Audit & Supervisory Committee meetings
1	Hideki Koike	Director, Full-time Audit and Supervisory Committee Member	Re-appointment	14 / 14	13 / 13
2	Chiaki Tsuji	Outside Director, Audit and Supervisory Committee Member	Re-appointment Outside Independent	18 / 18	19 / 20
3	Yoichi Nishio		New-appointment Outside Independent	- / -	- / -

New-appointment: a candidate for newly-appointed Director
Re-appointment: a candidate for re-appointed Director
Outside: a candidate for Outside Director
Independent: an independent officer under the rules of the Tokyo Stock Exchange, Inc.

No.		Brief career summary, position and main areas of responsibility at the Company	
1	Hideki Koike (April 18, 1963) Re-appointed Number of the Company's shares owned 4,400 shares	April 1982	Joined the Company
		February 2006	Group Leader of accounting, Accounting Block, Accounting & Finance Division of the Company
		April 2018	Section Manager, Corporate Planning Division of the Company
		October 2019	Director of Shikoku Kakoh Co., Ltd. General Manager of Administration Division
		June 2021	President of Shikoku Kakoh Co., Ltd.
		June 2024	General Manager, Audit and Supervisory Committee Office of the Company
		June 2025	Director, Full-time Audit and Supervisory Committee Member of the Company (current)
		Important concurrent duties	
		None	
	Reasons for nomination as a candidate for Director who is Audit and Supervisory Committee Member		
	Mr. Hideki Koike has extensive knowledge and experience in finance and accounting. He has also served as President of our Group company, and is familiar with all aspects of our Group's business. Because the Company believes that Mr. Koike is capable of appropriately supervising and auditing the Company's management, it elected him as a candidate for Director who serves as an Audit and Supervisory Committee Member.		

No.		Brief career summary, position and main areas of responsibility at the Company	
2	Chiaki Tsuji (April 29, 1953) Re-appointed Outside Independent Number of the Company's shares owned 1,000 shares	April 1979	Registered as Lawyer (Tokyo Bar Association) Yamamoto Eisoku Law Office
		October 1990	Qualified as Lawyer in Germany (Japanese law) Partner Lawyer of Peter Beyer Law Firm (Germany)
		July 2001	Partner Lawyer of Yoshioka & Tsuji Law Office
		April 2004	Professor at Department of Law, Graduate School, Yamanashi Gakuin University
		April 2011	Member of Certified Evaluation and Accreditation for Law Schools, Japan University Accreditation Association
		June 2017	Outside Director, Audit and Supervisory Committee member of Yorozu Corporation (current)
		April 2018	Visiting professor at Department of Law, Yamanashi Gakuin University
		June 2019	Outside Director of Keihin Corporation (current Astemo, Ltd.)
		July 2019	Partner Lawyer of Kinorr Tokyo Law Office (current)
		June 2021	Outside Director of MIRARTH HOLDINGS, Inc. (former Takara Leben Co., Ltd.)
		June 2022	External Audit and Supervisory Board Member of the Company
		June 2024	Outside Director, Audit and Supervisory Committee Member of the Company (current)
		Important concurrent duties	
		Partner Lawyer of Kinorr Tokyo Law Office Outside Director, Audit and Supervisory Committee member of Yorozu Corporation	
	Reason for nomination as candidate for Outside Director who is Audit and Supervisory Committee Member and outline of expected roles		
	Ms. Chiaki Tsuji has extensive experience and deep insight nurtured as a lawyer not only in Japan but also in Germany. She has international experience and sufficient knowledge to supervise management in general. Because the Company believes that Ms. Tsuji is capable of supervising and auditing the Company's management, it proposes her election as an Outside Director. Although Ms. Tsuji has no experience of being directly involved in corporate management, the Company believes that she will be able to appropriately perform duties as an Outside Director who serves as an Audit and Supervisory Committee Member for the reasons stated above.		

<table>
<tr><th>No.</th><th></th><th colspan="2">Brief career summary, position and main areas of responsibility at the Company</th></tr>
<tr><td rowspan="4">3</td><td rowspan="3">Yoichi Nishio
(June 1, 1961)

Newly appointed
Outside
Independent

Number of the Company’s shares owned
400 shares</td><td>April 1985</td><td>Joined The Nippon Credit Bank, Ltd. (Currently Aozora Bank, Ltd.)</td></tr>
<tr><td>January 2009</td><td>Managing Director of Fukuoka Realty Co., Ltd.</td></tr>
<tr><td>July 2014</td><td>General Manager of the Overseas Business Department of NIPPON KANZAI Co., Ltd.</td></tr>
<tr><td>April 2017</td><td>Executive Director of Prudential Investment Company of Australia (seconded)</td></tr>
<tr><td>August 2018</td><td>General Manager of the Finance Department of NIPPON KANZAI Co., Ltd.</td></tr>
<tr><td>October 2018</td><td>General Manager of the Investment Management Department of Tokyo Capital Management Co., Ltd.</td></tr>
<tr><td>February 2021</td><td>General Manager of the Planning & Administration Department</td></tr>
<tr><td colspan="3">Important concurrent duties</td></tr>
<tr><td colspan="3">None</td></tr>
<tr><td></td><td colspan="3">Reason for nomination as candidate for Outside Director who is Audit and Supervisory Committee Member and outline of expected roles</td></tr>
<tr><td></td><td colspan="3">Mr. Yoichi Nishio has a wide range of knowledge related to business and management cultivated through his experience as a financial officer at financial institutions and business companies. He also has international experience, including overseas business development and the management of overseas local subsidiaries, and sufficient knowledge to supervise management in general. Because the Company believes that Mr. Nishio is capable of supervising and auditing the Company’s management, it proposed him as a new candidate for an Outside Director who is an Audit and Supervisory Committee Member.</td></tr>
</table>

Notes: 1. Mr. Yoichi Nishio is a candidate for Director to be newly appointed.

2. There are no special conflicts of interest between each of the candidates and the Company.
3. Ms. Chiaki Tsuji and Mr. Yoichi Nishio are candidates to become Outside Directors.
4. Ms. Chiaki Tsuji is currently Outside director who is Audit and Supervisory Committee Member of the Company. Upon the conclusion of this General Shareholders’ Meeting, she would have served as an Outside director who is Audit and Supervisory Committee Member of the Company for 2 years.
5. The Company concluded with Mr. Hideki Koike and Ms. Chiaki Tsuji a contract for limitation of liability which specifies their liability under Paragraph 1, Article 423 of the Companies Act as the minimum amount of the limit for liability provided by the Act, according to the provision of Paragraph 1, Article 427 of the Act. The limitation of liability based on the contract shall be either one million (1,000,000) yen or the amount prescribed by laws and regulations, whichever is higher. If the appointment of those candidates is approved, the Company will continue the contract with them. If the appointment of Mr. Yoichi Nishio is approved, the Company plans to enter into a similar liability limitation agreement with him.
6. The Company has entered into a contract with Mr. Hideki Koike and Ms. Chiaki Tsuji to indemnify them for the expenses prescribed in Item (i), Paragraph 1, Article 430-2 of the Companies Act and for the loss prescribed in Item (ii) of the same paragraph within the scope stipulated by laws and regulations. If the appointment of those candidates is approved, the Company will continue the contract with them. In addition, if the appointment of Mr. Yoichi Nishio is approved, the Company will execute a contract similar to the aforementioned contract with him.
7. The Company has concluded with an insurance company a directors and officers liability insurance contract as provided in Paragraph 1, Article 430-3 of the Companies Act. The said insurance contract will compensate for any damages (legal damages and dispute costs) arising in the event a claim for compensation for damages is made in connection with the execution of operations by an insured person. If the appointment or reappointment of the candidates is approved and each candidate

assumes the position, they will be the insured under the insurance contract. The Company also plans to renew the insurance contract with the same details at the time of next renewal.

8. The Company appointed Ms. Chiaki Tsuji as independent officers under the rules of the Tokyo Stock Exchange, Inc., and filed a notice with it in this regard. If her appointment is approved, the Company will appoint her as independent officers again. In addition, Mr. Yoichi Nishio satisfies the requirements for independent officer as stipulated by the Tokyo Stock Exchange, Inc., and the Company will register him as an independent officer with the Exchange.

Proposed Resolution 3: Election of One (1) substitute Audit and Supervisory Committee Member

At the 109th Ordinary General Meeting of Shareholders held on June 18, 2024, Ms. Akiko Yukimaru was appointed as a substitute Director who is Audit and Supervisory Committee Member, effective until the beginning of this General Meeting of Shareholders. Therefore, we propose the appointment of one substitute Director who is Audit and Supervisory Committee Member in advance, in preparation for the case where the number of Directors who are Audit and Supervisory Committee Members falls below the number required by law.

The Audit and Supervisory Committee has given its consent to this proposal item.

The candidate for the position of substitute Director who is Audit and Supervisory Committee Member is as follows:

<table>
<tr><td></td><td colspan="2">Brief career summary</td></tr>
<tr><td rowspan="3">Akiko Yukimaru
(January 7, 1977)

Outside
Independent

Number of the Company’s shares owned
- shares</td><td>October 2001

July 2004

February 2008

April 2019

June 2021

August 2022

June 2025

April 2026</td><td>Tokyo District Court
Assistant judge (54th term)
Georgetown Law School
Visiting Researcher
Retired as judge
Registered as lawyer
Yoshioka & Tsuji Law Office
Yokohama Sogo Law Office (current)

Outside Director of IPS, Inc. (current)

Independent Director, Audit and Supervisory Committee Member of SATORI ELECTRIC CO., LTD.

Outside Director of Tebiki, Inc. (Current)

Outside Director, Audit and Supervisory Committee Member of MIRAINI Holdings Co., Ltd. (current)</td></tr>
<tr><td colspan="2">Important concurrent duties</td></tr>
<tr><td colspan="2">Yokohama Sogo Law Office, Lawyer
Outside Director of IPS, Inc.
Outside Director of Tebiki, Inc.
Outside Director, Audit and Supervisory Committee Member of MIRAINI Holdings Co., Ltd.</td></tr>
<tr><td colspan="3">Reasons for nomination as a candidate for substitute Outside Director who is Audit and Supervisory Committee Member and outline of expected roles</td></tr>
<tr><td colspan="3">Ms. Akiko Yukimaru has been active in a wide range of legal fields as a judge and a lawyer for many years. Because the Company believes that Ms. Yukimaru is capable of appropriately supervising and auditing the Company’s management based on her extensive experience and deep insight, it elected her as a candidate for substitute Outside Director who serves as an Audit and Supervisory Committee Member.
Although she has no experience of being directly involved in corporate management, the Company believes that the candidate will be able to appropriately perform duties as an Outside Director who serves as an Audit and Supervisory Committee Member for the reasons stated above.</td></tr>
</table>

Notes: 1. There are no special conflicts of interest between the candidate and the Company.

2. Ms. Akiko Yukimaru is a candidate to become substitute Outside Director.
3. If Ms. Akiko Yukimaru is appointed as Director who is Audit and Supervisory Committee Member, the Company will conclude with her a contract for limitation of liability prescribed in Paragraph 1, Article 423 of the Companies Act in accordance with the provisions of Paragraph 1, Article 427 of the same Act. The limitation of liability based on the contract shall be either one million (1,000,000) yen or the amount prescribed by laws and regulations, whichever is higher.
4. If Ms. Akiko Yukimaru is appointed as Director who is Audit and Supervisory Committee Member, the Company will conclude with her a contract of indemnification as provided in Paragraph 1, Article 430-2 of the Companies Act. Under the said contract of indemnification, the Company indemnifies the expenses indicated in item (i) of the said paragraph and the loss indicated in item (ii) of the said paragraph within the scope stipulated by laws and regulations.
5. The Company has concluded with an insurance company a directors and officers liability insurance contract as provided in Paragraph 1, Article 430-3 of the Companies Act. The said insurance contract will compensate for any damages (legal damages and dispute costs) arising in the event a claim for compensation for damages is made in connection with the execution of operations by an insured person. If the candidate assumes the position of Director who is Audit and Supervisory Committee Member, she will become the insured person of the said insurance contract. The Company also plans to renew the insurance contract with the same details at the time of next renewal.
6. Ms. Akiko Yukimaru has satisfied the requirements for an independent officer as stipulated by the Tokyo Stock Exchange, Inc., and if she is appointed as Director who is Audit and Supervisory Committee Member, the Company will register her as an independent officer with the Exchange, Inc.

<Reference: Policy for Appointing and Dismissing Executive Management Members and for Nominating Candidates for Directors>

The Company appoints as its Directors persons who have high ethical values and respect for the law and have the knowledge, experience, expertise, etc., that are considered necessary for the Company's Board of Directors, in order for the Board of Directors to perform its functions of making decisions on the execution of important operations through full discussions and appropriately supervising and auditing the execution of operations. Directors are appointed by considering the balance and diversity across the Board of Directors based on the skill matrix.

As for Outside Directors, the Company appoints persons who have extensive experience in management and/or high expertise in finance, accounting, legal affairs and/or other extensive knowledge and experience. To ensure independence, the term of office for outside directors shall be approximately six years, and even if they are nominated for reappointment, the maximum term of office shall be eight years.

The appointment of the President involves repeated deliberations by the Nominating and Compensation Advisory Committee, the majority of whose members are independent Outside Directors. This clarifies the selection process, ensures the objectivity, timeliness, and transparency of the appointment, and helps the Company to select an appropriate person for the purpose of achieving the Company's management philosophy and management strategies, among other considerations.

If any of the following events occurs with respect to a Director or an Executive Officer, the Board of Directors will promptly deliberate on dismissal of the Director or Executive Officer after receiving a report from the Nominating and Compensation Advisory Committee.

- If the Director or Executive Officer is found to have violated any law or regulation or the Company's Articles of Incorporation or the like, or to have otherwise committed any misconduct.
- If it becomes significantly difficult for the Director or Executive Officer to perform their duties.
- If there are objective and reasonable grounds for the Director's or Executive Officer's failure to sufficiently perform the roles required in his/her duties.

<Reference: Skill Matrix of (Proposed) Directors after Conclusion of This General Shareholders' Meeting>

Name	Position	Gender	Corporate management	Legal affairs and risk management	Finance and accounting	Global experience	Business strategy	Human resources development and diversity	Sustainability
Naoki Kurose		Male	○			○	○		○
Koichi Kikuchi		Male	○		○	○	○		
Kenichi Hirai	Outside Independent	Male	○		○	○	○		
Ryo Otsuka	Outside Independent	Male	○			○			○
Hitomi Yokote	Outside Independent	Female	○			○		○	○
Shinya Mitsudomi	Outside Independent	Male	○			○	○		
Hideki Koike	Audit and Supervisory Committee Member	Male	○	○	○				○
Chiaki Tsuji	Outside Independent Audit and Supervisory Committee Member	Female		○		○			○
Yoichi Nishio	Outside Independent Audit and Supervisory Committee Member	Male	○	○	○	○			

Note: The above table does not show all of the knowledge and experience possessed by the directors.

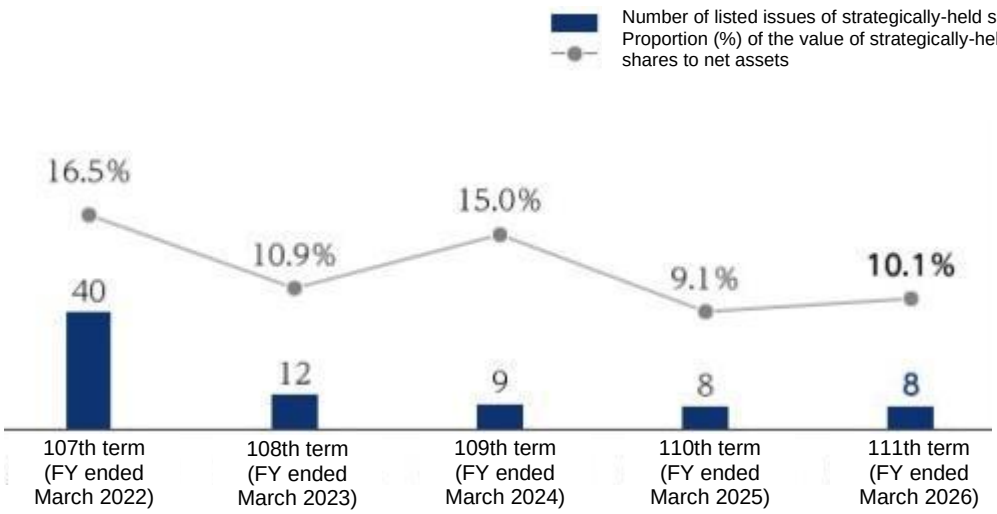
Knowledge, experience, expertise, and other skills that are considered to be necessary for the Company's Board of Directors, and the reasons for selecting those skills.

	**Corporate management** In addition to our mission of "Delivering valuable solutions to society through the power of chemistry and the craftsmanship of monozukuri (manufacturing)," we will enhance corporate value by working to expand our customer portfolio, grow our business in exterior resin-treated components, increase the percentage of our trading company global sales, and furthermore, expand our motorcycle business and enter the multipurpose mobility business. We believe extensive experience in corporate management is necessary for the Board of Directors to accurately ascertain the opportunities and risks of the Group's business structure and provide management supervision and advice that promotes sustainable growth.
	**Legal affairs and risk management** The Company has in place a legal affairs and risk management system with "compliance" as set out in our Code of Conduct in mind, and we work to enhance the Company's corporate value from both offensive and defensive perspectives. We believe reliable knowledge and experience in the fields of legal affairs and risk management is necessary to improve the effectiveness of the Board of Directors' supervision of the Company's management.
	**Finance and accounting** The Company is executing financial strategies to accelerate business profit growth, including further pursuit of profit in our core businesses, advancement of development leading to commercialization, and creation of business synergies. Financial strategies are key for enhancing corporate value. Therefore, we have defined finance and accounting as important skills for the Board of Directors.
	**Global experience** The Company operates development, production, and sales sites overseas to meet the challenge of solving the local needs of customers worldwide. Overseas business experience and/or practical experience in global companies is necessary to supervise the growth strategy and management of an international business. Therefore, we defined global experience as an important skill.
	**Business strategy** The Company has formulated a long-term vision that looks ahead to 2035 and has clearly stated its mission of creating new value for society by combining its manufacturing technology with its knowledge of chemistry. We are working to strengthen our "earning power" by entering new business areas based on our core businesses and expanding our share of the global market in order to realize further improvements in profitability and sustainable growth. We believe that experience in business strategy is an important skill for the members of the Board of Directors in order to achieve these goals.
	**Human resources development and diversity** We believe that executing management strategies as well as training human resources and ensuring the diversity of our organization are important for the Company to realize sustainable growth, and we are working to promote human resource development and diversity. Therefore, we believe that reliable knowledge and experience in the field of human resource development, including diversity promotion, is necessary for the Board of Directors.
	**Sustainability** The Company aims to contribute to solving social issues through its business activities while giving due consideration to all stakeholders, in addition to continuing to earn the trust of society over the long term. We believe that reliable knowledge and experience in the field of sustainability is necessary for the Board of Directors to appropriately monitor and supervise policies, priority issues, target setting and progress related to sustainability in order to enhance corporate value over the medium to long term.

<Reference: Strategically Held Shares>

The Company acquires and holds strategically-held shares only if doing so is considered reasonable and otherwise justified after considering factors including: the maintenance and enhancement of business relationships; continued growth and increase in the Company's medium- and long-term corporate value; and the risk involved in holding these shares. The Board of Directors periodically reviews the Company's holdings of shares and makes decisions on whether or not to continue holding them, based on quantitative evaluations such as transaction value and profit margins, as well as qualitative evaluations such as future outlook. During the fiscal year under review, as a result of the reverification of the significance and rationality of holdings, the Company did not divest or acquire any strategically-held shares. As a result, as of March 31, 2026, the total value of strategically-held shares stood at 5,578 million yen across eight brands. As the Company did not divest any of its holdings during the fiscal year under review and the valuation of the holdings increased as a result of the rise in share prices, strategically-held shares accounted for 10.1% of net assets.

● Changes in the number of strategically-held shares



*The net asset ratio in the above graph was calculated based on the total value of strategically-held shares, including unlisted shares.

The Company will continue to reduce its strategically-held shares with the aim of enhancing the quality of corporate governance and capital efficiency, and realizing an increase in corporate value. The proceeds from sales will be allocated to shareholder returns, such as by acquiring treasury shares.