This is an excerpt translation of the Japanese original. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

(Securities Code: 4044)
June 9, 2026
(Start date of measures for electronic provision) May 28, 2026

To Shareholders with Voting Rights

Kazuhiko Maeda
Representative Director,
President & CEO
Central Glass Co., Ltd.
5253, Okiube, Ube City,
Yamaguchi Prefecture

NOTICE OF CONVOCATION OF THE 112TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to announce the 112th Ordinary General Meeting of Shareholders (the "Shareholders' Meeting") of Central Glass Co., Ltd. (the "Company") will be held as described below.

When convening the Shareholders' Meeting, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information as "Notice of Convocation of the 112th Ordinary General Meeting of Shareholders" on the Company's website. Please access the website by using the Internet address shown below to review the information.

The Company's website: https://www.cgco.co.jp/ir/stockinfo/generalmeeting.html (in Japanese)

In addition to the Company's website, the items for which measures for providing information in electronic format are to be taken are also posted on the Tokyo Stock Exchange (TSE) website so please check from the link below.
TSE website (Listed Company Search):
https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

Kindly access the TSE website above and enter the issue name (Central Glass) or securities code (4044), and click "Search," and then click "Basic information" and select "Documents for public inspection/PR information" to check.

If you are unable to attend on the day of the Shareholders' Meeting, you can exercise your voting rights via postal mail or the Internet in advance. Please review the reference documents for the Shareholders' Meeting and exercise your voting rights before 5:30 p.m. on Thursday, June 25, 2026 (JST).

[Exercise of voting rights via the Internet]
Please confirm the "Guidance for the Exercise of Voting Rights via the Internet" shown on page 4 and enter your approval or disapproval to the proposal.
[Exercise of voting rights by postal mail]
Cast your vote on the proposal using the Voting Form sent out with this notice and return it to us by post so that it reaches us by the deadline.

1. Date & Time	**Friday, June 26, 2026, 10:00 a.m. (Reception will open at 9:00 a.m.)**
2. Place	**Central Glass Registered Office** (Ube Plant) 5253, Okiube, Ube City, Yamaguchi Prefecture

3. Meeting Agenda

Matters to be Reported:

1. The Business Report, the Consolidated Financial Statements, and the Results of the Audits of the Consolidated Financial Statements by the Accounting Auditors and the Audit and Supervisory Committee for the 112th Fiscal Year (from April 1, 2025 to March 31, 2026)
2. The Non-consolidated Financial Statements for the 112th Fiscal Year (from April 1, 2025 to March 31, 2026)

Matters to be Resolved:

Proposal: Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

4. Determined Matters for Convocation (Guidance on Exercise of Voting Rights)

(1) If you do not indicate approval/disapproval to the proposal on the Voting Form for exercise of voting rights in writing (by postal mail), we will handle this as indication of approval.

(2) Please note that if you have exercised your voting rights more than once via the Internet, etc., the vote that has been exercised the last shall be deemed and handled as your effective exercise of voting rights.

(3) If you have exercised your voting rights via the Internet and also in writing, the vote that has reached the last shall be deemed and handled as your effective exercise of voting rights. If you have exercised your voting rights both via the Internet and in writing on the same day, your vote via the Internet shall be deemed and handled as your effective exercise of voting rights.

- If you attend the Shareholders' Meeting in person, please submit the Voting Form sent out with this notice at the reception desk.
- Among the items for which measures for providing information in electronic format are to be taken, "Matters Concerning the System to Ensure Appropriate Business Conduct," "Basic Policy Regarding Control of the Company," "Notes to Consolidated Financial Statements," and "Notes to Non-consolidated Financial Statements" are not stated in the document delivered to the shareholders, in accordance with the provisions of the laws and regulations, and provisions of the Articles of Incorporation of the Company.
- If revisions to the items subject to measures for electronic provision arise, the details of the revisions will be posted on the Company's website and the TSE website above.

- Dividend Payment
  The Company resolved that, at the meeting of the Board of Directors held on May 25, 2026, the Company's year-end dividend payment for the 112th fiscal year will be 85 Japanese Yen per share commencing payment on June 10, 2026, in accordance with the provisions the Company's Articles of Incorporation. Consequently, annual dividend payment for the fiscal year under review will be 170 Japanese Yen per share including 85 Japanese Yen of interim dividend.

Guidance for the Exercise of Voting Rights
Exercise of voting rights at the Shareholders' Meeting is shareholders' important right.
Please review the reference documents for the Shareholders' Meeting and exercise your voting rights.
There are three methods to exercise your voting rights as indicated below.

Exercise of voting rights by attending the Shareholders' Meeting
Please submit the Voting Form sent out with this notice at the reception desk.
Date and time of the Shareholders' Meeting: Friday, June 26, 2026, 10:00 a.m. (JST) (Reception starts at 9:00 a.m.)

Exercise of voting rights in writing (by postal mail)
Cast your vote on the proposal using the Voting Form sent out with this notice and return it by post.
Exercise due date: To be received no later than 5:30 p.m. on Thursday, June 25, 2026 (JST)

Exercise of voting rights via the Internet
Indicate your approval or disapproval in accordance with the instructions on the next page.
Exercise due date: No later than 5:30 p.m. on Thursday, June 25, 2026 (JST)

Guidance for the Exercise of Voting Rights via the Internet

Method 1: Scanning the QR Code “Smart Vote”

You can simply log in to the website for exercising voting rights without entering your Voting Rights Code and Password.

1 Please scan the QR Code located on the bottom right of the Voting Form.
   * “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.
2 Indicate your approval or disapproval in accordance with the instructions to be shown on the screen.

Please note that exercising voting rights by using “Smart Vote” method is available only once.

If you need to make a correction to the content of your vote after you have exercised your voting rights, please access the website for personal computer and log in by entering your Voting Rights Code and Password as listed on the Voting Form, and exercise your voting rights again.

* You can access the website for personal computer by scanning the QR Code again.

Method 2: Entering the Voting Rights Code and Password

Website for exercising your voting rights: https://www.web54.net (in Japanese)

1 Please access the website for exercising your voting rights.
2 Enter your Voting Rights Code as listed on the Voting Form.
3 Enter the Password printed on the Voting Form.
4 Indicate your approval or disapproval in accordance with the instructions to be shown on the screen.

Handling of Duplicate Voting Rights

(1) If you have exercised your voting rights twice, in writing and via the Internet, the vote that arrives last shall be deemed and handled as your effective exercise of voting rights.
(2) Please note that if you have exercised your voting rights more than once via the Internet, etc., the vote that has been exercised the last shall be deemed and handled as your effective exercise of voting rights.

In case you need instructions for how to operate your personal computer or smartphone in order to exercise your voting rights via the Internet, please contact:
Dedicated phone line for Stock Transfer Agency Web Support,
Sumitomo Mitsui Trust Bank, Limited
Tel: 0120-652-031 (toll-free within Japan only)
(Business hours: 9:00 a.m.–9:00 p.m.)

* Institutional investors may use the platform operated by ICJ, Inc. to electronically exercise the voting rights.

Reference Documents for the General Meeting of Shareholders

Proposal: Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The Company's Board of Directors currently consists of six Directors, including three Outside Directors (excluding Directors who are Audit and Supervisory Committee members; the same applies throughout this proposal). The terms of office for all of these Directors will expire at the conclusion of this Shareholders' Meeting. Therefore, the Company proposes the election of six Directors, including three Outside Directors.

The Company has confirmed that the Audit and Supervisory Committee has no specific matters to report regarding this proposal.

The candidates for Directors are as follows:

No.	Name		Current Position/Responsibilities at the Company and Significant Positions Concurrently Held Outside the Company	
1	Kazuhiko Maeda	Male	Representative Director, President & CEO [In charge of Business Strategy Department and Audit Department]	Reelection
2	Tetsuo Kanai	Male	Representative Director, Senior Executive Managing Officer [In charge of Corporate Administration Department, Corporate Communications Department, Legal Department, Finance & Accounting Department, Information & Computer System Department, Anti-Monopoly Law Observance Committee, Security Trade Control Committee, Financial Reporting Risk Assessment Committee, Compliance Committee and Sustainability Committee]	Reelection
3	Akihiro Ishii	Male	Director, Senior Executive Managing Officer [In charge of Business Strategy Department, Personnel Department, Career Creation Center, Supervisor for Chemicals Business and Intellectual Property Department]	Reelection
4	Masaya Kawata	Male	Outside Director [Significant positions concurrently held outside the Company] Outside Director of Meiji Holdings Co., Ltd.	Reelection Outside Independent
5	Shiori Ishihara	Female	Outside Director [Significant positions concurrently held outside the Company] Attorney-at-Law, Partner of Asahi Law Offices	Reelection Outside Independent
6	Keikou Terui	Male	Outside Director [Significant positions concurrently held outside the Company] Executive Director of (general incorporated foundation) Japan Chemical Innovation and Inspection Institute, and Director of Food Contact Materials Safety Center	Reelection Outside Independent

Reelection: Candidate for Director to be reelected

Outside: Candidate for Outside Director

Independent: Independent Officer notified to the securities exchange

*System if this proposal is approved

<table>
<tr><th>No.</th><th>Name
(Date of Birth)</th><th colspan="2">Career Summary, Position/Responsibilities at the Company and Significant Positions Concurrently Held Outside the Company</th></tr>
<tr><td rowspan="12">1</td><td rowspan="12">
Kazuhiko Maeda
(November 25, 1959)

Reelection

Tenure as Director
11 years (at the conclusion of the Shareholders' Meeting)

Number of the Company's Shares Held
7,000

Attendance at Board of Directors meetings
17/17 (100%)</td><td>Apr. 1984</td><td>Joined the Company</td></tr>
<tr><td>Jun. 2006</td><td>General Manager of Chemicals Business Development Department</td></tr>
<tr><td>Oct. 2009</td><td>General Manager of Chemicals Business Development Department (Organization name in Japanese changed with English unchanged)</td></tr>
<tr><td>Oct. 2012</td><td>General Manager of Energy Materials Sales Department</td></tr>
<tr><td>Jun. 2014</td><td>Executive Officer, General Manager of Energy Materials Sales Department</td></tr>
<tr><td>Jun. 2015</td><td>Director, Executive Managing Officer</td></tr>
<tr><td>Jun. 2021</td><td>Representative Director, Senior Executive Managing Officer</td></tr>
<tr><td>Jun. 2022</td><td>Representative Director, Senior Executive Vice President</td></tr>
<tr><td>Jun. 2023</td><td>Representative Director, President & CEO (Present position)</td></tr>
<tr><td colspan="2">[In charge of Business Strategy Department and Audit Department]</td></tr>
<tr><td colspan="2">Reason for nomination as a candidate for Director</td></tr>
<tr><td colspan="2">Mr. Maeda has been serving as Representative Director, President & CEO since 2023. He possesses a wide range of experience as a corporate manager as well as a broad range of insight in the overall business of the Central Glass Group. The Company nominated him again as a candidate for Director because it believes that he will leverage his experience to play a full part in decision-making on important matters concerning the Group and the supervision of the Group's business execution, and the Company expects that he will contribute to the Group's further growth.</td></tr>
</table>

No.	Name (Date of Birth)	Career Summary, Position/Responsibilities at the Company and Significant Positions Concurrently Held Outside the Company
2	 Tetsuo Kanai (October 16, 1964) Reelection Tenure as Director 2 years (at the conclusion of the Shareholders' Meeting) Number of the Company's Shares Held 2,500 Attendance at Board of Directors meetings 17/17 (100%)	Apr. 1988 Joined the Company Nov. 2014 General Manager of Automotive Glass Department of the Company Representative Director of Central Saint-Gobain Investment Co., Ltd. Apr. 2018 CEO of Carlex Glass America, LLC Director, Chairman of Carlex Glass Luxembourg S.A Sep. 2019 CEO of Carlex Glass America, LLC Director of Carlex Glass Luxembourg S.A Apr. 2021 General Manager of Corporate Administration Department of the Company Jun. 2022 Executive Officer, General Manager of Corporate Administration Department Jun. 2023 Executive Managing Officer Jun. 2024 Director, Executive Managing Officer Jun. 2025 Representative Director, Senior Executive Managing Officer (Present position) [In charge of Corporate Administration Department, Corporate Communications Department, Legal Department, Finance & Accounting Department, Information & Computer System Department, Anti-Monopoly Law Observance Committee, Security Trade Control Committee, Financial Reporting Risk Assessment Committee, Compliance Committee and Sustainability Committee]
		Reason for nomination as a candidate for Director Mr. Kanai has abundant experience mainly in administrative divisions, as well as a wide range of insight into overall business management. In addition, he has been serving as Representative Director, Senior Executive Managing Officer since 2025. The Company nominated him again as a candidate for Director because it believes that he will leverage his experience to play a full part in decision-making on important matters concerning the Group and the supervision of the Group's business execution, and the Company expects that he will contribute to the Group's further growth.

No.	Name (Date of Birth)	Career Summary, Position/Responsibilities at the Company and Significant Positions Concurrently Held Outside the Company
3	 Akihiro Ishii (March 23, 1962) Reelection Tenure as Director 3 years (at the conclusion of the Shareholders' Meeting) Number of the Company's Shares Held 5,200 Attendance at Board of Directors meetings 17/17 (100%)	Apr. 1986 Joined the Company Sep. 2016 General Manager of Chemical Research Center Jun. 2019 Executive Officer, General Manager of Chemical Research Center Jun. 2021 Executive Managing Officer, General Manager of Chemical Research Center Jul. 2022 Executive Managing Officer Jun. 2023 Director, Executive Managing Officer Jun. 2024 Director, Senior Executive Managing Officer (Present position) [In charge of Business Strategy Department, Personnel Department, Career Creation Center, Supervisor for Chemicals Business and Intellectual Property Department] Reason for nomination as a candidate for Director Mr. Ishii has abundant experience mainly in research divisions, as well as a wide range of insight into business, including that of related divisions. In addition, he has been serving as Director, Senior Executive Managing Officer since 2024. The Company nominated him again as a candidate for Director because it believes that he will leverage his experience to play a full part in decision-making on important matters concerning the Group and the supervision of the Group's business execution, and the Company expects that he will contribute to the Group's further growth.

<table>
<tr><th>No.</th><th>Name
(Date of Birth)</th><th colspan="2">Career Summary, Position/Responsibilities at the Company and Significant Positions Concurrently Held Outside the Company</th></tr>
<tr><td rowspan="17">4</td><td rowspan="17">
Masaya Kawata
(April 20, 1952)

Reelection
Outside
Independent

Tenure as Outside Director
5 years (at the conclusion of the Shareholders' Meeting)

Number of the Company's Shares Held
100

Attendance at Board of Directors meetings
15/17 (88%)</td><td>Apr. 1975</td><td>Joined Nisshinbo Industries, Inc. (currently Nisshinbo Holdings Inc.)</td></tr>
<tr><td>Jun. 2006</td><td>Managing Officer, General Manager of Human Resources Division of Nisshinbo Industries, Inc.</td></tr>
<tr><td>Jun. 2007</td><td>Director of Nisshinbo Industries, Inc.</td></tr>
<tr><td>Apr. 2009</td><td>Representative Director, President of Nisshinbo Brake Inc.</td></tr>
<tr><td>Jun. 2010</td><td>Director, Executive Managing Officer of Nisshinbo Holdings Inc.</td></tr>
<tr><td>Jun. 2011</td><td>Representative Director, President of Nisshinbo Chemical Inc.</td></tr>
<tr><td>Jun. 2012</td><td>Director, Senior Executive Managing Officer of Nisshinbo Holdings Inc.</td></tr>
<tr><td></td><td>Representative Director, President of Nisshinbo Mechatronics Inc.</td></tr>
<tr><td>Jun. 2013</td><td>Representative Director, President of Nisshinbo Holdings Inc.</td></tr>
<tr><td>Mar. 2019</td><td>Representative Director, Chairman of Nisshinbo Holdings Inc.</td></tr>
<tr><td>Jun. 2021</td><td>Outside Director of the Company (Present position)</td></tr>
<tr><td></td><td>Outside Director of Meiji Holdings Co., Ltd. (Present position)</td></tr>
<tr><td>Mar. 2022</td><td>Director, Chairman of Nisshinbo Holdings Inc.</td></tr>
<tr><td colspan="2">[Significant Positions Concurrently Held Outside the Company]</td></tr>
<tr><td colspan="2">Outside Director of Meiji Holdings Co., Ltd.</td></tr>
<tr><td colspan="2">Reason for nomination as a candidate for Outside Director and outline of expected role</td></tr>
<tr><td colspan="2">Mr. Kawata has a wide range of experience and insight cultivated in the management of listed companies for many years, and the Company nominated him again as a candidate for Outside Director because it believes that he will use his expert knowledge concerning overall management as well as his own experience as a manager to advise and supervise Directors on matters of business execution. If Mr. Kawata is elected, he will be involved in selecting candidates for Directors as well as determining remuneration, etc. for Directors from an objective and neutral standpoint as a member of the Nomination and Remuneration Committee.</td></tr>
</table>

No.	Name (Date of Birth)	Career Summary, Position/Responsibilities at the Company and Significant Positions Concurrently Held Outside the Company
5	 Shiori Ishihara (September 13, 1986) Reelection Outside Independent Tenure as Outside Director 2 years (at the conclusion of the Shareholders' Meeting) Number of the Company's Shares Held 0 Attendance at Board of Directors meetings 17/17 (100%)	Apr. 2010 Joined the Bank of Japan Dec. 2014 Registered as an attorney-at-law (Daini Tokyo Bar Association) Joined Asahi Law Offices Apr. 2017 Joined the Law Offices of Freeman & Partners Sep. 2019 Joined Smith, Gambrell & Russell, LLP (U.S.) Sep. 2020 Re-registered as an attorney-at-law (Daini Tokyo Bar Association) Rejoined Asahi Law Offices (Present position) Oct. 2021 Registered as an attorney-at-law in the State of New York, U.S. Jan. 2023 Partner of Asahi Law Offices (Present position) Jun. 2024 Outside Director of the Company (Present position) [Significant Positions Concurrently Held Outside the Company] Attorney-at-Law, Partner of Asahi Law Offices Reason for nomination as a candidate for Outside Director and outline of expected role Ms. Ishihara has not had direct management experience; however, she has experience and insight as an attorney-at-law who has worked for many years in corporate legal affairs. The Company nominated her again as a candidate for Outside Director because it believes that she will utilize her knowledge to supervise and advise Directors on matters of business execution of Directors based on her expert perspective. If Ms. Ishihara is elected, she will be involved in selecting candidates for Directors as well as determining remuneration, etc. for Directors from an objective and neutral standpoint as a member of the Nomination and Remuneration Committee.

No.	Name (Date of Birth)	Career Summary, Position/Responsibilities at the Company and Significant Positions Concurrently Held Outside the Company
6	 Keikou Terui (July 27, 1953) Reelection Outside Independent Tenure as Outside Director 1 year (at the conclusion of the Shareholders' Meeting) Number of the Company's Shares Held 500 Attendance at Board of Directors meetings 14/14 (100%)	Apr. 1979 Joined Ministry of International Trade and Industry (MITI) (currently Ministry of Economy, Trade and Industry) Jul. 2008 Deputy Minister of Technical Affairs, Minister's Secretariat Jan. 2011 Director-General of Kanto Bureau of Economy, Trade and Industry Apr. 2012 Director-General of Regional Economic and Industrial Policy Aug. 2013 President of Nonprofit Organization Japan Utility Telemetering Association (Present position) Jun. 2014 Director of Union of Japanese Scientists and Engineers (Present position) Outside Director of Ube Industries, Ltd. (currently UBE Corporation) Mar. 2016 Outside Director of Bridgestone Corporation Jun. 2016 Outside Director of ORGANO CORPORATION Jun. 2020 Executive Director of (general incorporated foundation) Japan Chemical Innovation and Inspection Institute, and Director of Food Contact Materials Safety Center (Present position) Jun. 2025 Outside Director of the Company (Present position) [Significant Positions Concurrently Held Outside the Company] Executive Director of (general incorporated foundation) Japan Chemical Innovation and Inspection Institute, and Director of Food Contact Materials Safety Center Reason for nomination as a candidate for Outside Director and outline of expected role Mr. Terui has not had direct management experience; however, he has many years of abundant government agency experience such as industrial policy at Ministry of Economy, Trade and Industry, and he has served as an outside director of listed companies. The Company nominated him again as a candidate for Outside Director because it believes that he can be expected to provide suitable advice and supervision from an independent standpoint with regard to the Company's business environment and management in general. If Mr. Terui is elected, he will be involved in selecting candidates for Directors as well as determining remuneration, etc. for Directors from an objective and neutral standpoint as a member of the Nomination and Remuneration Committee.

Notes: 1. There are no special interests between each candidate above and the Company. The Company has designated Mr. Masaya Kawata, Ms. Shiori Ishihara and Mr. Keikou Terui as Independent Officers under the regulations of the Tokyo Stock Exchange and notified the Exchange of their assignment. In the event that their election is approved, the Company plans to continue to designate them as Independent Officers and notify the Exchange of their assignment.

2. Mr. Masaya Kawata, Ms. Shiori Ishihara and Mr. Keikou Terui are candidates for Outside Directors.

3. Independent status and reasons for appointment of Outside Directors:

The Company's Outside Directors possess an independent status that ensures no conflicts of interest with general shareholders, and they are assigned the function and the role of ensuring fair decision-making as well as eliminating arbitrary decisions by the Board of Directors.
Mr. Masaya Kawata, Ms. Shiori Ishihara and Mr. Keikou Terui are nominated to be Outside Directors because they fulfill the abovementioned requirements.

The Company appoints its Outside Directors based on their independence from the Company as defined by the criteria below:

i) Are not a person, executive or employee who regards the Company as a major business partner
ii) Are not a major business partner of the Company nor its executive or employee
iii) Are not a consultant, accounting professional or legal expert who receives large amounts of money or other economic benefits in addition to the remuneration for Directors paid by the Company
iv) Are not a major shareholder of the Company nor its executive or employee
v) Are not an executive or employee of the Company or its subsidiaries

4. Outline of Limited Liability Agreements

Mr. Masaya Kawata, Ms. Shiori Ishihara and Mr. Keikou Terui concurrently serve as Outside Directors of the Company. The Company has entered into agreements with them to limit their liability for damages under Article 423, paragraph (1) of the Companies Act in accordance with Article 427, paragraph (1) of the Companies Act. The maximum liability amount prescribed in the said agreements shall be the minimum liability amount prescribed in Article 425, paragraph (1) of the Companies Act. In the event that their election is approved, the Company plans to continue the said limited liability agreements with them.

5. Summary of details of directors and officers liability insurance agreement

The Company has entered into a directors and officers liability insurance agreement with an insurance company as provided based on Article 430-3, paragraph (1) of the Companies Act. This agreement covers losses incurred from amounts of indemnification, and litigation expenses, and other costs that the insured would be liable for in the event of a claim for damages filed by shareholders or a third party. In the event that each candidate’s election is approved, they will become an insured person under this insurance agreement. In addition, the Company plans to renew the insurance agreement with similar terms at the next renewal.

[Reference] Skills Matrix

In order to realize the vision of the Central Glass Group of *Become a Specialty Materials Company that contributes to the realization of a sustainable society*, which we set forth in our long-term vision VISION 2030, we have selected the following skills expected of Directors from the viewpoint of enabling decisions to be made agilely and efficiently on important management matters and business execution to be monitored and supervised appropriately.

The skills expected of Directors shall be reviewed from time to time based on management strategies and other factors.

Rank		Name	Gender	Skills expected of Directors							
				Corporate management	Finance & Accounting	Legal & Compliance	Internationality	Sustainability	Sales & Marketing	Technology & R&D	DX
Directors (excluding Directors who are Audit and Supervisory Committee members)	Inside	Kazuhiko Maeda	Male	●			●	●	●	●	●
		Tetsuo Kanai	Male	●	●	●	●	●			
		Akihiro Ishii	Male					●	●	●	●
	Outside	Masaya Kawata	Male	●	●		●				
		Shiori Ishihara	Female			●	●				
		Keikou Terui	Male			●		●		●	
Directors who are Audit and Supervisory Committee members	Inside	Masanori Murata	Male		●	●					
	Outside	Toshihide Nishimura	Male	●	●						
		Toshifumi Mikayama	Male	●			●			●	
		Masako Goto	Female		●	●		●			

*The skills of each Director do not represent all the knowledge and experience possessed by each individual.

[Reference] Investment shares held for purposes other than pure investment

The Company's policy on the reduction of cross-shareholdings listed shares

The Company conducts an examination into the appropriateness of the purpose of cross-shareholdings listed shares as well as whether benefits and risks resulting from holding them worth the capital cost according to individual issues. We also consider selling of shares that do not contribute to the medium- to long-term improvement of the Company's enterprise value, promoting the reduction of cross-shareholdings. However, also comprehensively considering non-financial aspects such as management strategies and measures against risks from the perspective of the maintenance and strengthening of partnerships, transactional relationships and business relationship, we plan to hold listed shares that will contribute to the medium- to long-term improvement of the Company's enterprise value.

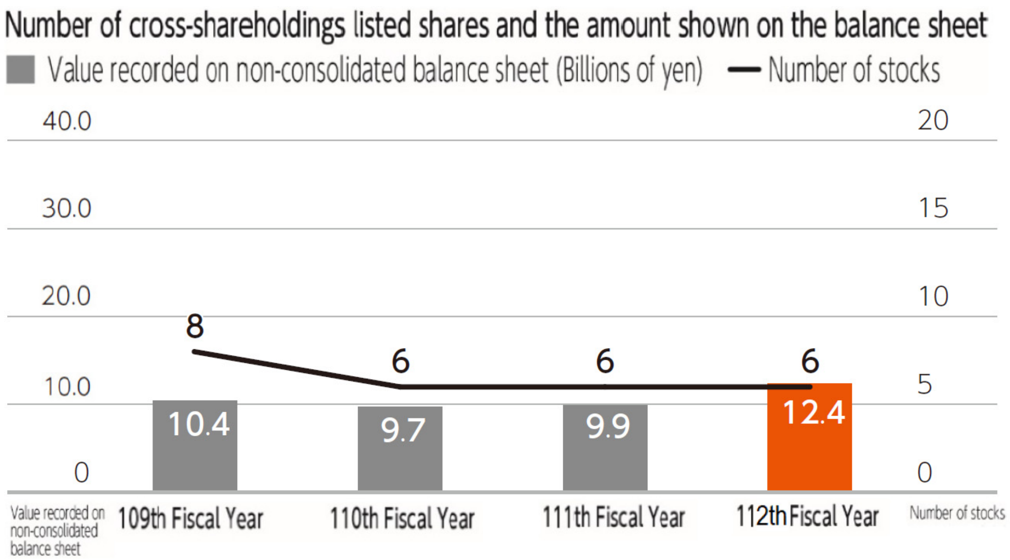
Status of shareholdings

As of March 31, 2026, the Company's cross-shareholdings will amount to 20 issues with a value of 12,606 million Japanese Yen (12,473 million Japanese Yen in 6 listed issues and 133 million Japanese Yen in 14 unlisted issues), accounting for approximately 9.8% of consolidated net assets. While the Company proceeded with the sale of a portion of the Company's cross-shareholdings as planned, the carrying amount on the balance sheet increased due to a rise in market value resulting from higher stock prices.

The following chart shows the changes in shareholdings.

Number of issues held by the Company for purposes other than pure investment and the amount shown on the balance sheet

	109th Fiscal Year (FY2022)	110th Fiscal Year (FY2023)	111th Fiscal Year (FY2024)	112th Fiscal Year (FY2025)
Number of issues	31	22	21	20
Of which, number of listed issues	8	6	6	6
i) Value recorded on non-consolidated balance sheet (Millions of Japanese Yen)	10,676	9,865	10,105	12,606
ii) Consolidated net assets (Millions of Japanese Yen)	107,861	120,050	121,063	128,212
iii) Proportion to consolidated net assets (%) (i)÷ (ii)	9.9%	8.2%	8.3%	9.8%



· **Policy for Determining Remuneration for Directors**

At the meeting of the Board of Directors held on February 22, 2021, the Company resolved the policy for determining individual remuneration, etc. for Directors, and at the meeting of the Board of Directors held on April 24, 2025, the Company resolved a revision to the policy. Before the Board of Directors resolved this policy, it referred the details to be resolved to the Nomination and Remuneration Committee and received the committee’s response.

In determining remuneration, etc. for Directors (excluding Directors who are Audit and Supervisory Committee members) and other matters, the Nomination and Remuneration Committee, which has been delegated by the Board of Directors, provides a diverse review of such amounts, including their consistency with the policy for determining individual remuneration, etc. The Board of Directors therefore deems the details of individual remuneration, etc. to be in accordance with the policy for determining individual remuneration, etc.

The amount of the remuneration of each Director who is Audit and Supervisory Committee member is determined through discussions among Directors who are Audit and Supervisory Committee members.

The details of the policy for determining individual remuneration, etc. for Directors are as follows:

Basic policy

Remuneration for the Company’s Directors (excluding Directors and Outside Directors who are Audit and Supervisory Committee members; hereinafter referred to as “Directors”) shall be designed to motivate management to steadily execute management plans and business strategies and to achieve sustainable development and increase corporate value over the medium to long term. The Board of Directors makes decisions based on reports from the Nomination and Remuneration Committee, taking into consideration the responsibilities of each position and the degree of impact on management, for policies on determining remuneration, etc. Specifically, remuneration for Directors consists of fixed remuneration (monetary), performance-linked remuneration (monetary), and performance-linked stock remuneration, and remuneration for Outside Directors consists only of fixed remuneration from the perspective of ensuring appropriateness of supervision of business execution.

The remuneration for Directors who are Audit and Supervisory Committee members consists of fixed remuneration only, and the amount of the remuneration of each Director is determined through discussions among Directors who are Audit and Supervisory Committee members.

(i) Policy on determining fixed remuneration
Fixed remuneration is deliberated upon and determined by the Nomination and Remuneration Committee based on the positions and on evaluations proposed by the President and CEO, based on data from surveys, etc. by a specialist external agency.

(ii) Policy on determining performance-linked remuneration
Performance-linked remuneration is determined by multiplying the base amount by a performance-linked coefficient. The base amounts used here are determined after deliberations by the Nomination and Remuneration Committee based on the positions and on evaluations proposed by the President and CEO. In addition, the performance-linked coefficient is calculated based on the degree of achievement in the fiscal year concerned (previous fiscal year) of the target values for consolidated operating profit.

(iii) Policy on determining performance-linked stock remuneration
Performance-linked stock remuneration is awarded in the form of points (1 point is equivalent to 1 share) each fiscal year according to the degree of achievement of target indicators based on the stock delivery regulations. Shares and money are awarded based on points accumulated upon resignation in principle. The points to be awarded are determined based on the degree of achievement of the target value for consolidated operating profit, consolidated ROE, greenhouse gas (GHG) emissions, which serve as indicators, in the relevant fiscal year, and also based on relative TSR (a result after comparing the Company’s TSR and the dividend-included TOPIX growth rate) with respect to the basic points for each position.

(iv) Policy on determining the ratios for various types of remuneration
The Nomination and Remuneration Committee will consider the ratio of remuneration for each type of Director based on from surveys, etc. by a specialist external agency. In addition, the standard ratio of fixed remuneration to performance-linked remuneration to performance-linked stock remuneration shall be set to 65:28:7 (assuming 100% achievement of performance targets).

(v) Policy for determination of timing and conditions for payment of remuneration, etc.
Both fixed remuneration and performance-linked remuneration shall be monetary remuneration paid in equal amounts on a regular basis. In addition, performance-linked stock remuneration is awarded in the form of stock and money based on points possessed upon retiring in principle.

· **Total remuneration, etc. for Directors and Corporate Auditors**

Classification	Total amount of remuneration, etc. (millions of Japanese Yen)	Total amount by type of remuneration, etc. (millions of Japanese Yen)			Number of eligible Directors and Corporate Auditors
		Monetary remuneration		Performance-linked stock remuneration	
		Basic remuneration	Performance-linked remuneration		
Directors (excluding Directors who are Audit and Supervisory Committee members) (Outside Directors)	212 (29)	145 (29)	54 (–)	13 (–)	9 (4)
Directors who are Audit and Supervisory Committee members (Outside Directors)	39 (24)	39 (24)	– (–)	– (–)	4 (3)
Corporate Auditors (Outside Corporate Auditors)	15 (5)	15 (5)	– (–)	– (–)	5 (3)

Notes: 1. Pursuant to a resolution adopted at the 111th Ordinary General Meeting of Shareholders held on June 27, 2025, the Company transitioned to a company with an Audit and Supervisory Committee effective on that date.

2. As of the end of the fiscal year under review, the Company has six Directors (excluding Directors who are Audit and Supervisory Committee members), including three Outside Directors, and four Directors who are Audit and Supervisory Committee members, including three Outside Directors. The table above includes three Directors and five Corporate Auditors who retired by the end of fiscal year under review.

3. The maximum amount of remuneration for Directors prior to the transition to a company with an Audit and Supervisory Committee was set as 36 million Japanese Yen per month by resolution of the 92nd Ordinary General Meeting of Shareholders held on June 29, 2006. There were nine Directors as of the conclusion of the 92nd Ordinary General Meeting of Shareholders. The amounts of remuneration, etc. for Directors (excluding Audit and Supervisory Committee members) include amounts relating to the period prior to the transition to a company with an Audit and Supervisory Committee.

4. The maximum amount of remuneration for Corporate Auditors prior to the transition to a company with an Audit and Supervisory Committee was set as 10 million Japanese Yen per month by resolution of the 92nd Ordinary General Meeting of Shareholders held on June 29, 2006. There were five Corporate Auditors as of the conclusion of the 92nd Ordinary General Meeting of Shareholders. There were five Corporate Auditors prior to the transition to a company with an Audit and Supervisory Committee. Note that the amounts of remuneration, etc. for Corporate Auditors reflect those relating to the period prior to the transition to a company with an Audit and Supervisory Committee.

5. The maximum amount of remuneration for Directors (excluding Directors who are Audit and Supervisory Committee members) was set as 430 million Japanese Yen per year (of which, up to 50 million Japanese Yen is allocated for Outside Directors, excluding employee salaries) by resolution of the 111th Ordinary General Meeting of Shareholders held on June 27, 2025. There were six Directors

(excluding Directors who are Audit and Supervisory Committee members), including three Outside Directors as of the conclusion of the 111th Ordinary General Meeting of Shareholders.

6. Separately from the above, with regard to the performance-linked stock remuneration for Directors (excluding Directors who are Audit and Supervisory Committee members and Outside Directors), the Company shall contribute a maximum of 120 million Japanese Yen in total as the funds necessary to acquire the Company’s shares to be delivered over the approximately three-year period ending with the fiscal year ending March 31, 2028 by resolution of the 111th Ordinary General Meeting of Shareholders held on June 27, 2025. There were three eligible Directors (excluding Directors who are Audit and Supervisory Committee members and Outside Directors) as of the conclusion of the 111th Ordinary General Meeting of Shareholders.
7. The maximum amount of remuneration for Directors who are Audit and Supervisory Committee members was set as 120 million Japanese Yen per year by resolution of the 111th Ordinary General Meeting of Shareholders held on June 27, 2025. There were four Directors who are Audit and Supervisory Committee members as of the conclusion of the 111th Ordinary General Meeting of Shareholders.
8. The amounts of performance-linked stock remuneration are the ones recorded as expenses in the current fiscal year in accordance with accounting standards. Therefore, they are not the amounts paid in money, nor the ones guaranteed to be paid in money.
9. The performance indicator used for performance-linked remuneration is the degree of achievement in the fiscal year concerned (previous fiscal year) of the target values for consolidated operating profit, and the actual result was 10,629 million Japanese Yen (fiscal 2024). This has been selected because we consider it a key indicator closely linked to results of management’s execution of operations and enhanced shareholder value. In addition, performance-linked remuneration of the Company is calculated by multiplying the standard remuneration for each rank by a coefficient set according to the degree of achievement of target performance.
10. The Board of Directors has delegated the authority to determine the monetary compensation for individual Directors to the Nomination and Remuneration Committee, a voluntary advisory body composed of Representative Director, President & CEO Kazuhiko Maeda, Representative Director, Senior Executive Managing Officer Tetsuo Kanai, Outside Director Masaya Kawata, Outside Director Shiori Ishihara, Outside Director Keikou Terui, and Outside Director who is an Audit and Supervisory Committee Member Toshihide Nishimura. The reason for delegating this authority is to ensure the transparency and objectivity of the process of determining remuneration by entrusting it to the Nomination and Remuneration Committee, which is chaired by an Outside Director and made up of a majority of Outside Directors.

・ Outside Officers

Primary activities in the fiscal year under review, significant positions concurrently held in other organizations, relationships between the Company and such other organizations, and independence

Name	Categories of Directors (and Other Officers)	Status of Attendance	Primary Activities, Outline of duties performed in relation to role expected as an Outside Director, Significant Positions Concurrently Held in Other Organizations, Relationships Between the Company and Such Other Organizations, and Independence
Masaya Kawata	Outside Director	Board of Directors meetings 15/17 (88%)	• Primary activities and outline of duties performed in relation to role expected as an Outside Director At the meetings of the Board of Directors he attended, he asked questions as appropriate about reported matters and matters for resolution regarding the execution of duties by Directors and employees, based on his wide range of experience and insight cultivated in the management of listed companies for many years. He also stated opinions from an outside perspective as necessary. In addition, he plays a leading role as the chairman of the Nomination and Remuneration Committee and attended all five meetings held in the fiscal year under review. From an objective and neutral standpoint, he supervised the selection of candidates for Directors of the Company and the process for determining remuneration, etc. for Directors.
			• Significant positions concurrently held in other organizations, relationships between the Company and such other organizations, and independence Outside Director of Meiji Holdings Co., Ltd.
Shiori Ishihara	Outside Director	Board of Directors meetings 17/17 (100%)	• Primary activities and outline of duties performed in relation to role expected as an Outside Director At the meetings of the Board of Directors she attended, she asked questions as appropriate about reported matters and matters for resolution regarding the execution of duties by Directors and employees, based on her abundant experience and insight in corporate legal affairs from her longstanding career as attorney-at-law. She also stated opinions from an outside perspective as necessary. In addition, as a member of the Nomination and Remuneration Committee, she attended all five meetings held in the fiscal year under review, and from an objective and neutral standpoint, she supervised the selection of candidates for Directors of the Company and the process for determining remuneration, etc. for Directors.
			• Significant positions concurrently held in other organizations, relationships between the Company and such other organizations, and independence Attorney-at-Law, Partner of Asahi Law Offices

<table>
<tr><th>Name</th><th>Categories of Directors (and Other Officers)</th><th>Status of Attendance</th><th>Primary Activities, Outline of duties performed in relation to role expected as an Outside Director, Significant Positions Concurrently Held in Other Organizations, Relationships Between the Company and Such Other Organizations, and Independence</th></tr>
<tr><td rowspan="2">Keikou Terui</td><td rowspan="2">Outside Director</td><td rowspan="2">Board of Directors meetings
14/14
(100%)</td><td>• Primary activities and outline of duties performed in relation to role expected as an Outside Director
At the meetings of the Board of Directors he attended, he asked questions as appropriate about reported matters and matters for resolution regarding the execution of duties by Directors and employees, based on his abundant experience and insight in industrial policy from his longstanding career as administrative officer. He also stated opinions from an outside perspective as necessary.
In addition, as a member of the Nomination and Remuneration Committee, he attended all three meetings held in the fiscal year under review, and from an objective and neutral standpoint, he supervised the selection of candidates for Directors of the Company and the process for determining remuneration, etc. for Directors.</td></tr>
<tr><td>• Significant positions concurrently held in other organizations, relationships between the Company and such other organizations, and independence
Executive Director of (general incorporated foundation) Japan Chemical Innovation and Inspection Institute, and Director of Food Contact Materials Safety Center</td></tr>
</table>

Name	Categories of Directors (and Other Officers)	Status of Attendance	Primary Activities, Significant Positions Concurrently Held in Other Organizations, Relationships Between the Company and Such Other Organizations, and Independence
Toshihide Nishimura	Outside Director	Board of Directors meetings 17/17 (100%) Board of Corporate Auditors meetings 4/4 (100%) Audit and Supervisory Committee meetings 14/14 (100%)	• Primary activities At the meetings of the Board of Directors, the Board of Corporate Auditors, and the Audit and Supervisory Committee he attended, he asked questions as appropriate about reported matters and matters for resolution regarding the execution of duties by Directors and employees, based on his wide range of experience and insight from his service as Audit & Supervisory Board Member and Corporate Auditor at listed companies and his longstanding involvement in management. He also stated opinions from an outside perspective as necessary. In addition, he plays a leading role as the chairman of the Audit and Supervisory Committee. Furthermore, as a member of the Nomination and Remuneration Committee, he attended all three meetings held in the fiscal year under review and stated opinions as an Audit and Supervisory Committee member from a broader perspective as necessary. • Significant positions concurrently held in other organizations, relationships between the Company and such other organizations, and independence There is no matter to report. Although he has previously worked at TAIHEIYO CEMENT CORPORATION, with which the Company has a business relationship, since the transaction amount with the TAIHEIYO CEMENT CORPORATION was less than 0.1% of the Company's total cost of sales in fiscal 2025, considering the Company's total cost of sales the Company believes that the transaction is not of sufficient importance to give rise to special interest, and therefore he possesses an independent status.
Toshifumi Mikayama	Outside Director	Board of Directors meetings 15/17 (88%) Board of Corporate Auditors meetings 4/4 (100%) Audit and Supervisory Committee meetings 14/14 (100%)	• Primary activities At the meetings of the Board of Directors, the Board of Corporate Auditors, and the Audit and Supervisory Committee he attended, he asked questions as appropriate about reported matters and matters for resolution regarding the execution of duties by Directors and employees, based on his wide range of experience and insight from his longstanding involvement in the management of listed companies. He also stated opinions from an outside perspective as necessary. • Significant positions concurrently held in other organizations, relationships between the Company and such other organizations, and independence Chairman of Kato Memorial Bioscience Foundation Board Member of WinHealth International Company Limited Outside Director of Kuraray Co., Ltd.

Name	Categories of Directors (and Other Officers)	Status of Attendance	Primary Activities, Significant Positions Concurrently Held in Other Organizations, Relationships Between the Company and Such Other Organizations, and Independence
Masako Goto	Outside Director	Board of Directors meetings 17/17 (100%) Board of Corporate Auditors meetings 4/4 (100%) Audit and Supervisory Committee meetings 14/14 (100%)	• Primary activities At the meetings of the Board of Directors, the Board of Corporate Auditors, and the Audit and Supervisory Committee she attended, she asked questions as appropriate about reported matters and matters for resolution regarding the execution of duties by Directors and employees, based on her wide range of experience and insight from her service as certified public accountant engaged in corporate accounting and auditing for many years. She also stated opinions from an outside perspective as necessary.
			• Significant positions concurrently held in other organizations, relationships between the Company and such other organizations, and independence Representative of Masako Goto Certified Public Accountant Office

Notes: 1. The Company appoints its Outside Directors based on their independence from the Company as defined by the criteria below:
(a) Are not a person, executive or employee who regards the Company as a major business partner
(b) Are not a major business partner of the Company nor its executive or employee
(c) Are not a consultant, accounting professional or legal expert who receives large amounts of money or other economic benefits in addition to the remuneration for Directors paid by the Company
(d) Are not a major shareholder of the Company nor its executive or employee
(e) Are not an executive or employee of the Company or its subsidiaries
2. The Company has designated all of the above Outside Directors as Independent Officers under the regulations of the Tokyo Stock Exchange and notified the Exchange of their assignments.
3. As Outside Director Mr. Keikou Terui was elected at the 111th Ordinary General Meeting of Shareholders held on June 27, 2025, the numbers of the meetings of the Board of Directors and meetings of the Nomination and Remuneration Committee to attend are different from other Outside Directors.
4. The Company transitioned to a company with an Audit and Supervisory Committee upon the conclusion of the 111th Ordinary General Meeting of Shareholders held on June 27, 2025. The table above shows attendance at and participation in discussions during meetings of the Board of Corporate Auditors prior to the transition and meetings of the Audit and Supervisory Committee following the transition.