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 forms of damages arising from the translation.

Securities code: 5368
June 9, 2026

To Shareholders with Voting Rights:

Tsuyoshi Nakano
President
JAPAN INSULATION CO., LTD.
1-18-17 Minami Senba, Chuo-Ku
Osaka, Japan

NOTICE OF
THE 81st ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

We hereby inform you that the 81st Annual General Meeting of Shareholders of JAPAN INSULATION CO., LTD. (the "Company") will be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for electronic provision and thus posted the matters subject to measures for electronic provision on the following website as "Notice of the 81st Annual General Meeting Of Shareholders." Please access the website below to view the information.

The Company's website: https://www.jic-bestork.co.jp (in Japanese only)

(Please access the website and select "IR Information," then "IR News" and then "IR Materials" from the menu to view the information.)

The matters subject to measures for electronic provision are also posted on the website of Tokyo Stock Exchange (TSE). Please view the information on the website below.

TSE website (Listed Company Search):
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

(Please access the TSE website, enter "JAPAN INSULATION" in the "Issue name (company name)" field or the Company's securities code "5368" in the "Code" field, click "Search," and select "Basic information" and then "Documents for public inspection/PR information." Please view the information included in the [Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting] under "Filed information available for public inspection.")

You can exercise your voting rights via the Internet or in writing. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:30 p.m., Tuesday, June 23, 2026.

1. **Date and Time:** Wednesday, June 24, 2026 at 10:00 a.m. Japan time
(Reception opens at 9:20 a.m.)

2. **Place:** "A-1" Japan Education Center Shinsaibashi
5F SR Building Nagahori
1-18-11 Minami Senba, Chuo-ku, Osaka, Japan
(Please refer to the venue map at the end of the original document in Japanese.)

3. **Meeting Agenda:**
Matters to be reported: 1. The Business Report and Consolidated Financial Statements for the Company's 81st Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Board of Corporate

Auditors of the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the Company's 81st Fiscal Year (April 1, 2025 - March 31, 2026)

Proposals to be resolved:

Proposal 1:	Appropriation of Surplus
Proposal 2:	Partial Amendments to the Articles of Incorporation
Proposal 3:	Election of Seven (7) Directors
Proposal 4:	Election of One (1) Corporate Auditor
Proposal 5:	Payment of Retirement Benefits to a Retiring Director

◎ Among the matters subject to measures for electronic provision, the following matters are available online on the aforementioned websites and not included in the paper copies delivered to shareholders who have requested delivery of such copies in accordance with laws and regulations and Article 14, Paragraph 2 of the Company's Articles of Incorporation. The Corporate Auditors and the Accounting Auditor have audited the documents subject to audit, including the following items.
(1) "Major business places," "Situation of employees," "Principal lenders" and "Matters regarding accounting auditors" in the Business Report
(2) "System to ensure that the execution of duties by directors complies with laws and regulations and the Articles of Incorporation," "System to ensure the appropriateness of other operations" and "Situation of the operation of the system to ensure the appropriateness of operations" in the Business Report
(3) "Consolidated Statement of Changes in Equity" and "Notes to Consolidated Financial Statements" of the Consolidated Financial Statements and "Non-consolidated Statement of Changes in Equity" and "Notes to Non-consolidated Financial Statements" of the Non-consolidated Financial Statements

◎ If neither approval nor disapproval of a proposal is indicated on the Voting Rights Exercise Form, it shall be deemed a vote of approval for the proposal.

◎ To shareholders who have not requested delivery of such copies, this Notice and the Reference Documents for the General Meeting of Shareholders have been sent.

◎ If you are attending, please present the enclosed Voting Rights Exercise Form to the reception desk on the day of the meeting. Additionally, to conserve resources, please bring this Notice with you.

◎ If any revisions are made to the matters subject to measures for electronic provision, the revised versions will be posted on each of the websites where the matters have been posted.

◎ Small gifts will be prepared for the shareholders attending the meeting.