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(Securities Code: 7291)

Date of sending by postal mail: June 9, 2026

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To Our Shareholders:

Takashi Tokita  
President and Representative Director  
**NIHON PLAST CO., LTD.**  
3507-15 Yamamiya, Fujinomiya City,  
Shizuoka

## Notice of the 88th Annual General Meeting of Shareholders

We hereby announce the 88th Annual General Meeting of Shareholders of NIHON PLAST CO., LTD. (the “Company”), which will be held as indicated below.

In convening this General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of Reference Documents for the General Meeting of Shareholders (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the following websites. Please access one of the websites below by using the relevant internet address to review the information.

**[The Company’s website]**

**<https://www.n-plast.co.jp/> (in Japanese)**

**(From the above website, select “IR Information,” “IR library” and then “General Meeting of Shareholders.”)**

**[Website where materials for General Meeting of Shareholders are posted]**

**<https://d.sokai.jp/7291/teiji/> (in Japanese)**

**Tokyo Stock Exchange (TSE) website (Listed Company Search):**

**<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)**

**(Access the TSE website using the internet address shown above, enter “NIHON PLAST” in “Issue name (company name)” or the Company’s securities code “7291” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Click “Click here for access” in the “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting]” column under “Filed information available for public inspection.”)**

**As an alternative to attending the meeting in person, you may exercise your voting rights by means of either of the following methods. Therefore, please review the Reference Documents for the Annual General Meeting of Shareholders and exercise your voting rights.**

### **[In case of exercising your voting rights in writing (by mail)]**

Please indicate your approval or disapproval for each of the proposals on the voting form and return the form so it will be received no later than Thursday, June 25, 2026, at 5:30 p.m. (JST).

### **[In case of exercising your voting rights via the internet]**

Please access the website for exercising voting rights (<https://soukai.mizuho-tb.co.jp/>) (in Japanese only) designated by the Company, and enter your approval or disapproval for each of the proposals in accordance with the instructions on the screen using the voting right exercise code and password indicated on the voting form sent out with this notice by Thursday, June 25, 2026, at 5:30 p.m. (JST).

**1. Date and Time:** Friday, June 26, 2026, at 10:00 a.m. (JST)  
(Reception starts at 9:00 a.m. (JST))

**2. Venue:** KUJAKU-NO-MA, 2F, Hotel Grand Fuji  
8-1 Heigaki Honcho, Fuji City, Shizuoka

### **3. Purpose of the Meeting**

#### **Matters to be reported**

1. The Business Report and the Consolidated Financial Statements for the 88th fiscal year (from April 1, 2025 to March 31, 2026), and the results of the audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
2. The Non-consolidated Financial Statements for the 88th fiscal year (from April 1, 2025 to March 31, 2026)

#### **Matters to be resolved**

- Proposal No. 1:** Appropriation of Surplus  
**Proposal No. 2:** Election of Eight Directors  
**Proposal No. 3:** Election of One Audit & Supervisory Board Member  
**Proposal No. 4:** Payment of Bonuses to Directors

- When you attend the meeting, you are kindly requested to present the voting form at the reception.
- If revisions to the matters subject to electronic provision measures arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on each of the aforementioned websites.
- Paper-based documents stating matters subject to electronic provision measures will be delivered to shareholders who have made a request for the delivery of the paper-based documents; however, the following matters are excluded from the documents in accordance with laws and regulations and Article 17 of the Company's Articles of Incorporation:
  - "Systems to ensure appropriate operations and the operational status of the systems" and "Basic policies on the control of the Company" noted in the Business Report
  - "Consolidated Statements of Changes in Shareholders' Equity" and "Notes to Consolidated Financial Statements" of the Consolidated Financial Statements
  - "Non-consolidated Statements of Changes in Shareholders' Equity" and "Notes to Non-consolidated Financial Statements" of the Non-consolidated Financial Statements

Accordingly, the Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements included with this document are part of the Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements audited by the Financial Auditor and the Audit & Supervisory Board Members in preparing their respective Audit Reports.

## Reference Documents for the Annual General Meeting of Shareholders

### Proposal No. 1: Appropriation of Surplus

The Company views the return of profit to shareholders while securing internal reserves as required for future business prospects and strengthening the business structure to be an important management issue. Our basic policy is to work to improve profitability while continuing to provide stable dividends determined based on business performance and other factors, with a target consolidated dividend payout ratio of 30% and a minimum annual dividend of ¥10 per share.

Based on the basic dividend policy, the Company proposes to pay a year-end dividend of ¥20 per share, an increase of ¥12.50 from the previous fiscal year, as follows:

#### Year-end dividends

(1) Type of dividend property

To be paid in cash.

(2) Allotment of dividend property and the aggregate amount

Common share of the Company	¥20 per share
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Total amount	¥384,745,920
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Combined with the interim dividend of ¥10 per share already paid, the annual dividend will be ¥30 per share.

(3) Effective date of dividends of surplus

June 29, 2026

**Proposal No. 2: Election of Eight Directors**

The terms of office of all seven Directors will expire at the conclusion of this meeting.

Therefore, the Company proposes the increase in the number of Directors by one to strengthen the management system and the election of eight Directors, including three External Directors.

The candidates for Directors are as follows:

Candidate No.	Name	Current position and responsibility in the Company	Attribute
1	Takashi Tokita	President and Representative Director	Re-election
2	Kazuhiro Watanabe	Managing Director, Control Division	Re-election
3	Takeshi Toyota	Managing Director overseeing North America Business, and President of Neaton Auto Products Manufacturing, Inc.	Re-election
4	Masaki Ueno	Director, Research & Development Division and Cost Control Department	Re-election
5	Yoshihito Suzuki	General Manager of Procurement Department	New election
6	Takafumi Hayashi	External Director	Re-election External Independent
7	Rika Sato	External Director	Re-election External Independent
8	Akane Hashimoto		New election External Independent

**Re-election:** Candidate for Director to be re-elected

**New election:** Candidate for Director to be newly elected

**External:** Candidate for External Director

**Independent:** Independent Officer based on the provisions of the relevant stock exchanges

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
1	Takashi Tokita (January 17, 1969) <u>Re-election</u>	<p>Aug. 1990      Joined the Company</p> <p>June 2016      General Manager of Safety Systems Development Department of the Company</p> <p>Jan. 2018      General Manager of Safety Systems Development Department and Advanced Development Department of the Company</p> <p>June 2019      Executive Officer, Research &amp; Development Division, and Safety Systems Development Department of the Company</p> <p>June 2020      Executive Officer, Research &amp; Development Division, and Development Control Department of the Company</p> <p>June 2022      Director, Research &amp; Development Division, and Development Control Department of the Company</p> <p>Apr. 2023      Director, Research &amp; Development Division of the Company</p> <p>June 2024      President and Representative Director of the Company (current position)</p>	6,400
		<p>Reasons for nomination as candidate for Director</p> <p>Takashi Tokita supervised the development-related department for many years, and over the two years after his appointment as President, he has promoted efforts to strengthen the Company's management foundation, including personnel system reforms and the renewal of business processes. The Company renominates him because it judges that he is suitably qualified as a Director of the Company to continue to lead the Company's sustainable growth based on his solid management record and high level of management execution capability.</p>	
2	Kazuhiro Watanabe (November 11, 1960) <u>Re-election</u>	<p>Apr. 1984      Joined the Company</p> <p>June 2008      General Manager attached to Management Planning Department, and Manager of IR Promotion Section of the Company</p> <p>June 2014      General Manager of Internal Audit Department of the Company</p> <p>June 2015      President of Nihon Plast (Zhongshan) Co., Ltd.</p> <p>June 2017      Executive Officer overseeing China Business of the Company, and President of Nihon Plast (Zhongshan) Co., Ltd.</p> <p>June 2018      Director overseeing China Business of the Company, and President of Nihon Plast (Zhongshan) Co., Ltd.</p> <p>June 2020      Director, Control Division of the Company</p> <p>June 2021      Managing Director, Control Division, and Finance &amp; Accounting Department of the Company</p> <p>Apr. 2022      Managing Director, Control Division of the Company (current position)</p>	6,500
		<p>Reasons for nomination as candidate for Director</p> <p>Kazuhiro Watanabe has a track record of having carried out overall management in the area of management planning and internal auditing, and at an overseas subsidiary. The Company renominates him because it judges that he is suitably qualified as a Director of the Company based on such extensive experience and capabilities.</p>	

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
3	Takeshi Toyota (December 2, 1964) <u>Re-election</u>	<p>Apr. 1987      Joined the Company</p> <p>June 2015      General Manager of Management Planning Department of the Company</p> <p>June 2017      Executive Officer, Management Planning Department of the Company</p> <p>June 2018      Executive Officer, Control Division, and Management Planning Department of the Company</p> <p>Sep. 2018      Executive Officer, Control Division, and Management Planning Department, and Finance &amp; Accounting Department of the Company</p> <p>Apr. 2019      Executive Officer, Management Planning Division, and Control Division of the Company</p> <p>June 2019      Director, Management Planning Division, Control Division, and GCR Promotion Office of the Company</p> <p>June 2020      Director, Management Planning Division, and GCR Promotion Office of the Company</p> <p>June 2021      Director, Management Planning Division of the Company</p> <p>Apr. 2023      Director overseeing North America Business of the Company, and President of Neaton Auto Products Manufacturing, Inc.</p> <p>June 2023      Managing Director overseeing North America Business of the Company, and President of Neaton Auto Products Manufacturing, Inc. (current position)</p>	1,900
<p>Reasons for nomination as candidate for Director</p> <p>Takeshi Toyota has a track record in business operations in the areas of purchasing, finance and accounting, and management planning. The Company renominates him because it judges that he is suitably qualified as a Director of the Company based on such extensive experience and capabilities.</p>			
4	Masaki Ueno (August 2, 1969) <u>Re-election</u>	<p>Apr. 1991      Joined the Company</p> <p>Jan. 2019      Fuji Plant Manager of the Company</p> <p>June 2020      Executive Officer, Production Division, and Fuji Plant Manager of the Company</p> <p>Apr. 2021      Executive Officer, Production Division, and Production Control Department of the Company</p> <p>June 2022      Director, Production Division of the Company</p> <p>June 2024      Director, Research &amp; Development Division of the Company</p> <p>Apr. 2026      Director, Research &amp; Development Division and Cost Control Department of the Company (current position)</p>	3,300
<p>Reasons for nomination as candidate for Director</p> <p>Masaki Ueno has been engaged in the production business in Japan and overseas since joining the Company. After he took office as Executive Officer in June 2020, he has been supervising the production department and the development-related department. The Company renominates him because it judges that he is suitably qualified as a Director of the Company based on such extensive experience and capabilities.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
*5	Yoshihito Suzuki (September 14, 1968) <u>New election</u>	<p>Apr. 1991      Joined the Company</p> <p>June 2000      Section Chief of Sales &amp; Marketing Department 1</p> <p>June 2005      Acting Manager, Neaton Auto Products Manufacturing, Inc.</p> <p>June 2012      Tochigi Sales Office, Sales &amp; Marketing Department of the Company</p> <p>June 2015      Deputy General Manager of Management Planning Department of the Company</p> <p>June 2018      President of Neaton Rome Inc.</p> <p>Oct. 2025      General Manager of Procurement Department of the Company (current position)</p>	—
<p>Reasons for nomination as candidate for Director</p> <p>Yoshihito Suzuki has a track record of having carried out overall management in the area of sales and management planning and at overseas subsidiaries. The Company nominates him because it judges that he is suitably qualified as a Director of the Company based on such extensive experience and capabilities.</p>			
6	Takafumi Hayashi (October 27, 1966) <u>Re-election</u> <u>External</u> <u>Independent Officer</u>	<p>Apr. 1995      Registered as a certified public accountant</p> <p>Mar. 2005      Opened Hayashi CPA Office</p> <p>July 2006      Registered as a certified tax accountant</p> <p>Aug. 2008      Established Dalian Information Consulting Co., Ltd.</p> <p>Oct. 2016      Integrated Hayashi CPA Office into GRATIA Consulting Group</p> <p>Oct. 2016      Representative Partner of Hayashi CPA Office of GRATIA Consulting Group (current position)</p> <p>Jan. 2017      Outside Audit &amp; Supervisory Board Member of Japan Hospice Holdings Inc. (current position)</p> <p>Oct. 2018      Director of Kips Co., Ltd. (current position)</p> <p>June 2020      External Director of the Company (current position)</p> <p>Dec. 2025      Outside Audit &amp; Supervisory Board Member of COEL Inc. (current position)</p>	—
<p>Reasons for nomination as candidate for External Director and summary of expected roles</p> <p>Takafumi Hayashi is familiar with corporate accounting as a certified public accountant and a certified tax accountant and has sufficient knowledge of accounting and tax matters. He is expected to utilize such knowledge to continue providing supervision, advice, and similar support in the execution of duties by Directors from a professional perspective, particularly on corporate accounting. Although he has not been involved in the management of a company other than through his activities as an External Officer, the Company renominates him as External Director because it judges that he can appropriately perform his duties as an External Director for the above reasons.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
7	Rika Sato (August 15, 1962) <u>Re-election</u> <u>External</u> <u>Independent Officer</u>	<p>Apr. 1992 Registered as an attorney at law (Tokyo Bar Association)</p> <p>Dec. 1998 Registered as an attorney at law in New York State</p> <p>Jan. 2003 Partner of Asahi Koma Law Offices (current Nishimura &amp; Asahi)</p> <p>June 2007 Partner of Jones Day, foreign law joint enterprise</p> <p>May 2015 Outside Audit &amp; Supervisory Board Member of Dexerials Corporation</p> <p>Jan. 2016 Partner of Ota and Sato Law Office</p> <p>July 2016 Auditor of Lubrizol Japan Limited</p> <p>June 2018 Outside Director of CMK Corporation (current position)</p> <p>June 2019 Outside Director of Dexerials Corporation</p> <p>July 2019 Representative of Sato &amp; Partners (current position)</p> <p>Nov. 2019 Examiner for bar and preliminary bar examination (in charge of the Code of Civil Procedure)</p> <p>June 2022 External Director of the Company (current position)</p> <p>June 2025 Outside Audit &amp; Supervisory Board Member of DKK Co., Ltd. (current position)</p> <p>Reasons for nomination as candidate for External Director and summary of expected roles</p> <p>Rika Sato is familiar with legal affairs as an attorney at law and has sufficient knowledge of corporate and overseas legal matters. She is expected to utilize such knowledge to provide supervision, advice, and similar support in the execution of duties by Directors from a professional perspective, particularly on corporate and overseas legal matters. Although she has not been involved in the management of a company other than through her activities as an External Officer, the Company renominates her as External Director because it judges that she can appropriately perform her duties as an External Director for the above reasons.</p>	—
*8	Akane Hashimoto (December 24, 1971) <u>New election</u> <u>External</u> <u>Independent Officer</u>	<p>Apr. 1994 Joined The Bank of Tokyo, Ltd.</p> <p>Apr. 1999 Joined Watson Wyatt K.K.</p> <p>May 2002 Joined HC Asset Management Co., Ltd.</p> <p>July 2005 General Manager of Investment Management Department, HC Asset Management Co., Ltd.</p> <p>Mar. 2007 Director of HC Asset Management Co., Ltd.</p> <p>Oct. 2009 Managing Director of HC Asset Management Co., Ltd. (current position)</p> <p>Reasons for nomination as candidate for External Director and summary of expected roles</p> <p>Akane Hashimoto has abundant knowledge of corporate management due to her wealth of experience in corporate management at other companies, and a high degree of insight. She is expected to utilize such knowledge to provide supervision, advice, and similar support in the execution of duties by Directors from a professional perspective, particularly on corporate management.</p>	—

- Notes:
1. \* indicates a candidate for Director to be newly elected.
  2. There are no special interests between any of the candidates and the Company.
  3. Takafumi Hayashi, Rika Sato and Akane Hashimoto are candidates for External Directors.
  4. Takafumi Hayashi and Rika Sato are currently External Directors of the Company, and at the conclusion of this meeting, the tenure of Takafumi Hayashi will have been six years and the tenure of Rika Sato will have been four years.
  5. The Company has submitted notification to the Tokyo Stock Exchange that Takafumi Hayashi and Rika Sato have been appointed as Independent Officers as provided for by the aforementioned Exchange. If these two persons are re-elected, the Company will appoint them as Independent Officers again. Akane Hashimoto satisfies the requirements to become an Independent Officer as provided for by the Tokyo Stock Exchange, and the Company will submit notification that she has been appointed as Independent Officer.
  6. The Company has entered into an agreement with Takafumi Hayashi and Rika Sato to limit their liability for damages under Article 423, Paragraph 1 of the Companies Act, pursuant to the provisions of Article 427, Paragraph 1 of the same Act. According to the agreement, the limit of liability for damages shall be the minimum liability amount stipulated by Article 425, Paragraph 1 of the same Act. If these two persons are re-elected, the Company will continue this agreement with them. If the election of Akane Hashimoto is approved, the Company plans to enter into an agreement with her to limit her liability for damages.
  7. The Company has entered into a Directors and Officers Liability Insurance (D&O Liability Insurance) Policy as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company to indemnify against damages (except for those falling under exemptions stipulated by the Insurance Policy) incurred by any of its Directors and Audit & Supervisory Board Members who have become liable for damages in the course of the execution of their duties. The Company bears all insurance premiums for the D&O Liability Insurance Policy. If any of the candidates is elected and serves as Director, each Director will become insured under the D&O Liability Insurance Policy. The term of the D&O Liability Insurance Policy is one year, to be renewed with the same terms by resolution of the Board of Directors before the expiration of the term.
  8. Rika Sato is scheduled to assume the position of outside Director (Audit & Supervisory Committee Member) of FEED ONE CO., LTD. on June 19, 2026.

**Proposal No. 3: Election of One Audit & Supervisory Board Member**

Audit & Supervisory Board Member Hiromi Ito will retire from office at the conclusion of the 88th General Meeting of Shareholders. Therefore, the Company proposes the election of one Audit & Supervisory Board Member as his substitute.

The term of office for an Audit & Supervisory Board Member who is elected as a substitute will be until the time when the term of office for the retiring Audit & Supervisory Board Member was set to expire in accordance with the stipulations of the Company's Articles of Incorporation.

The consent of the Audit & Supervisory Board has been obtained for this proposal.

The candidate for Audit & Supervisory Board Member is as follows:

	Name (Date of birth)	Career summary and position in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
*	Takahiro Kawashima (December 20, 1962) New election External Independent Officer	<p>Apr. 1985      Joined The Kyowa Bank, Ltd.</p> <p>Apr. 2008      General Manager of the Regional Support Department of Resona Bank, Limited</p> <p>Apr. 2012      Executive Officer in charge of the Tokyo metropolitan area of Resona Bank, Limited</p> <p>Apr. 2013      Executive Officer in charge of the Tokyo metropolitan area and independent branches, Resona Bank, Limited</p> <p>Apr. 2014      Executive Officer in charge of the Compliance Division, Resona Bank, Limited</p> <p>Apr. 2014      Executive Officer in charge of the Compliance Division, Resona Holdings, Inc.</p> <p>Apr. 2016      Executive Officer in charge of the Internal Audit Division, Resona Bank, Limited</p> <p>Apr. 2016      Executive Officer in charge of the Internal Audit Division, Resona Holdings, Inc.</p> <p>Apr. 2018      Full-time Corporate Auditor of Resona Bank, Limited</p> <p>June 2019      Director and Audit &amp; Supervisory Committee Member of Resona Bank, Limited</p> <p>June 2020      Director and Audit Committee Member of Resona Holdings, Inc.</p> <p>June 2022      Full-time Outside Company Auditor of Hibiya Engineering, Ltd. (current position)</p> <p>June 2023      Outside Audit &amp; Supervisory Board Member of Okura Yusoki Co., Ltd. (current position)</p> <p>Reasons for nomination as candidate for External Audit &amp; Supervisory Board Member</p> <p>Takahiro Kawashima has worked at financial institutions for many years and possesses extensive experience and a wide-range of insights. The Company therefore expects him to utilize these for strengthening the audit system of the Company as an External Audit &amp; Supervisory Board Member.</p>	—

- Notes:
- \* indicates a candidate for Audit & Supervisory Board Member to be newly elected.
  - There is no special interest between the candidate and the Company.
  - Takahiro Kawashima is a candidate for External Audit & Supervisory Board Member.
  - If the election of Takahiro Kawashima is approved, the Company plans to enter into an agreement with him to limit his liability for damages under Article 423, Paragraph 1 of the Companies Act, pursuant to the provisions of Article 427, Paragraph 1 of the same Act. According to said agreement, the limit of liability for damages shall be the minimum liability amount stipulated by Article 425, Paragraph 1 of the same Act.
  - The Company has entered into a Directors and Officers Liability Insurance (D&O Liability Insurance) Policy as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company to indemnify against damages (except for those falling under exemptions stipulated by the Insurance Policy) incurred by any of its Directors and Audit & Supervisory Board Members who have become liable for damages in the course of the execution of their duties. The Company bears all insurance premiums for the D&O Liability Insurance Policy. If the candidate is elected and serves as Audit & Supervisory Board Member, he will become an insured under the

D&O Liability Insurance Policy. The term of the D&O Liability Insurance Policy is one year, to be renewed with the same terms by resolution of the Board of Directors before the expiration of the term.

6. Takahiro Kawashima satisfies the requirements to become an Independent Officer as provided for by the Tokyo Stock Exchange, and the Company will submit notification that he has been appointed as Independent Officer.

**(Reference) Skill Matrix for Directors and Audit & Supervisory Board Members (Expected after the General Meeting of Shareholders held on June 26, 2026)**

If Proposal No.2 and Proposal No.3 are approved as originally drafted, among the main skills such as expertise, knowledge, experience, and ability that the Directors and Audit & Supervisory Board Members should possess, the main items that the Company especially expects are as follows:

	Name	Current position in the Company	Attribute	Expertise and experience				
				Company management	Finance and accounting	Global	Research and development Technology Production	Compliance and governance
1	Takashi Tokita	President and Representative Director		○		○	○	
2	Kazuhiro Watanabe	Managing Director		○	○	○		○
3	Takeshi Toyota	Managing Director		○	○	○		○
4	Masaki Ueno	Director				○	○	
5	Yoshihito Suzuki	Director		○		○		
6	Takafumi Hayashi	External Director	[External] [Independent]		○	○		
7	Rika Sato	External Director	[External] [Independent]			○		○
8	Akane Hashimoto	External Director	[External] [Independent]	○		○		○
9	Akihiko Mori	Audit & Supervisory Board Member (full time)		○	○	○		○
10	Tetsuya Matsuda	External Audit & Supervisory Board Member	[External] [Independent]		○			
11	Takahiro Kawashima	External Audit & Supervisory Board Member	[External] [Independent]		○			○

[External] External Officer  
[Independent] Independent Officer

(Note) The above is a list of skills expected to be demonstrated including expertise, knowledge, experience, and ability, and is not intended as a comprehensive list of skills possessed by each person.

**Proposal No. 4: Payment of Bonuses to Directors**

Taking into comprehensive consideration the degree of achievement of business targets and the market environment, the Company proposes to pay bonuses to four Directors in office as of the end of the current fiscal year, excluding External Directors, at a total amount of ¥33.1 million.

Financial indicators (consolidated net sales and consolidated operating income) and non-financial indicators (CO<sub>2</sub> emissions reductions and employee engagement scores) have been selected as evaluation indicators for business targets from the perspectives of improving profitability and sustainably enhancing corporate value.

In addition, the determination policy for the details of remuneration, etc. for each individual Director of the Company is as stated in “(4) Remuneration, etc. for Directors and Audit & Supervisory Board Members” of the Business Report (in Japanese only). At a Board of Directors meeting held on May 27, 2026, the “Policy on Bonuses (Short-term Incentives)” was changed as described above.

This proposal was determined after thorough deliberation and consideration by the voluntary Nomination and Remuneration Committee, an advisory body to the Board of Directors, and its contents were considered appropriate.