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Securities code: 7874
June 4, 2026
Electronic provision of information starts on: June 3, 2026

To Shareholders:

Mitsuo Aoki
Chairperson and President
LEC, Inc.
2-1-3, Kyobashi, Chuo-ku, Tokyo, Japan

Notice of the 44th Ordinary General Meeting of Shareholders

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

We hereby inform you that the 44th Ordinary General Meeting of Shareholders (the "Meeting") of LEC, Inc. (the "Company") will be held as described below.

In convening the Meeting, the Company has taken measures to electronically provide the information, and the matters subject to measures for electronic provision are posted on the website below.

The Company's website: https://www.lecinc.co.jp/en

Please go to the above website, select "Investor Relations" and then "Shareholders Meeting" to check the information.

Matters for electronic provision are also posted on the website below.

Please go to the website below, enter either the issue name (LEC) or the securities code (7874) for search, and then select "Basic information," followed by "Documents for public inspection/PR information" in order to view the information provided.

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

To exercise your voting rights by electromagnetic means or in writing, please review the "Reference Documents for the General Meeting of Shareholders" listed in the matters subject to measures for electronic provision and, in accordance with the instructions on page 3 to 4 in the Japanese original, exercise your voting rights by 6:00 p.m. on Wednesday, June 24, 2026 (Japan standard time).

1. **Date and Time:** Thursday, June 25, 2026 at 10:00 a.m. (reception begins at 9:00 a.m.)
2. **Place:** Hikari Room on the mezzanine floor, Main Building, Imperial Hotel Tokyo 1-1-1, Uchisaiwai-cho, Chiyoda-ku, Tokyo, Japan
3. **Meeting Agenda:**

Matters to be reported:
1. Business Report and Consolidated Financial Statements for the Company's 44th Fiscal Year (April 1, 2025–March 31, 2026) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the Company's 44th Fiscal Year (April 1, 2025–March 31, 2026)

Proposals to be resolved:

Proposal 1: Partial Amendments to the Articles of Incorporation

Proposal 2: Election of Six (6) Directors Other than Directors Who Are Audit and Supervisory Committee Members

Proposal 3: Election of Three (3) Directors Who Are Audit and Supervisory Committee Members

- When attending the Meeting, please submit the enclosed voting rights exercise form to the reception desk at the venue.
  Any revisions to the matters subject to measures for electronic provision will be posted on each website listed above.
- In accordance with laws and regulations and Article 13 of the Company's Articles of Incorporation, the following matters are not included in the documents sent to shareholders. Accordingly, such documents are part of the documents audited by the Audit and Supervisory Committee and the Accounting Auditor in the preparation of the audit reports.
  "Matters Regarding the Current Status of the Corporate Group," "Matters Regarding the Company's Stock Acquisition Rights, etc.," "System to Ensure the Appropriateness of Business Operations and the Operating Status Thereof," "Basic Policy Regarding Control of the Company," "Consolidated Statement of Changes in Equity," "Notes to Consolidated Financial Statements," "Non-consolidated Statement of Changes in Equity," and "Notes to Non-consolidated Financial Statements"

* Although a system for the electronic provision of materials for the General Meeting of Shareholders has been implemented, for this Meeting, the Company will send a physical copy of the materials for the General Meeting of Shareholders to all shareholders, as before, regardless of whether a request for a physical copy was made. Starting with the next General Meeting of Shareholders, the materials for the General Meeting of Shareholders will be posted on the Company's website, etc., and a simplified Notice of Convocation will be sent to shareholders. If you wish to continue receiving a physical copy of the materials for the General Meeting of Shareholders in the future, please complete the procedures for requesting a physical copy by the Company's record date for voting rights.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Partial Amendments to the Articles of Incorporation

(1) Reason for the proposal

In order to respond to the future diversification of the Group's business activities, a business purpose shall be added to Article 2 (Purpose) of the current Articles of Incorporation.

(2) Details of the amendments

The details of the amendments are as follows.

(Amended parts are underlined)

Current Articles of Incorporation		Proposed amendment	
(Purpose)		(Purpose)	
Article 2.	The purpose of the Company is to engage in the following businesses:	Article 2.	(Unchanged)
1. to 15.	(Omitted)	1. to 15.	(Unchanged)
	(Newly established)	16.	Provision of content services that integrate the internet and mobile phones, etc.
16.	(Omitted)	17.	(Unchanged)

Proposal 2: Election of Six (6) Directors Other than Directors Who Are Audit and Supervisory Committee Members

The terms of office of all six (6) Directors other than Directors who are Audit and Supervisory Committee Members will expire at the conclusion of the Meeting. Accordingly, the Company proposes the election of six (6) Directors other than Directors who are Audit and Supervisory Committee Members.

The candidates for Directors other than Directors who are Audit and Supervisory Committee Members are as follows:

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">1</td><td>
Mitsuo Aoki
(September 22, 1949)

[Reappointment]</td><td>April 1972
March 1983

September 2003

November 2008

June 2009

June 2009
October 2009

June 2013

June 2017

December 2018

June 2024

June 2025</td><td>Joined JIC Corporation.
Established the Company, Representative Director and President
Representative Director and President, the former LEC Inc.
Representative Director and President, LEC INTERNATIONAL CORPORATION (currently LEC LICENSE CORPORATION) (to present)
Chairperson, SHANGHAI SURUGA HOME PRODUCTS CO., LTD. (to present)
Director, the Company
Representative Director and President, the Company
Representative Director, Chairperson and CEO, the Company
Representative Director and Advisor, PLUS MINUS ZERO CO., LTD.
Representative Director and President, Varsan, Inc. (to present)
Representative Director, Chairperson, CEO, President and COO, the Company (to present)
Outside Director, Fukuyama Transporting Co., Ltd. (to present)</td><td>2,405,132</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Director]
Mr. Mitsuo Aoki has extensive experience and a wide range of insight as a corporate manager. As Representative Director, Chairperson, CEO, President and COO, he actively deepens interactions with various corporate managers and plays a key role in expanding the Company’s business. He is also well versed in various departments within the Company, including sales and new product development, and has demonstrated his strong leadership. The Company has nominated him as a candidate for Director as he is expected to continue to strengthen the decision-making function of the Board of Directors.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">2</td><td>
Isamu Aoki
(July 8, 1954)

[Reappointment]</td><td>November 1981
March 1983
June 2004
June 2006

June 2013

June 2015

March 2019</td><td>Joined Banyan Import Co., Ltd.
Established the Company, Director
Managing Director, the Company
Senior Managing Director, General Manager of Sales Division, the Company
Representative Director, Senior Managing Executive Officer, General Manager of Sales Division, the Company
Senior Managing Director, Senior Managing Executive Officer, General Manager of Sales Division II of the Company
Director, Vice President Executive Officer, Supervisor of Sales Division (to present)</td><td>920,000</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
Mr. Isamu Aoki has supervised the sales department of the Company for many years and has extensive experience and a proven track record. Since March 2019, he has been serving as Director, Vice President Executive Officer, Supervisor of the Sales Division, executing duties as the person responsible for relevant departments, and he has demonstrated his leadership as a member of the Company’s senior management team. The Company has nominated him as a candidate for Director as he is expected to continue to strengthen the decision-making function of the Board of Directors.</td></tr>
</table>

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
3	 Toshihiro Kaihoshi (September 20, 1960) [Reappointment]	April 1985 April 2001 June 2005 February 2019 March 2019 June 2019 June 2020 June 2021	Joined Tabuchi Electronics Industry Co., Ltd. Joined Tabuchi Electric Co., Ltd. Representative Director and President, Tabuchi Electric Co., Ltd. Joined the Company Senior Managing Executive Officer, Head of New Business, the Company Senior Managing Director, Senior Managing Executive Officer, Supervisor of New Business, General Manager of General Affairs Department, the Company Senior Managing Director, Senior Managing Executive Officer, General Manager of Administration Division, the Company Director, Senior Managing Executive Officer, General Manager of Administration Division, the Company (to present)	133,000
	[Reason for nomination as candidate for Director] Mr. Toshihiro Kaihoshi has many years of experience in corporate management and deep insight in various fields. He has also served in various departments, such as accounting, computer, and corporate planning, and has a proven track record as a practitioner. Since June 2021, he has been serving as Director, Senior Managing Executive Officer, General Manager of Administration Division, executing duties as the person responsible for relevant departments, and he has demonstrated his leadership as a member of the Company's senior management team. The Company has nominated him as a candidate for Director as he is expected to continue to strengthen the decision-making function of the Board of Directors.			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
4	 Kazutoshi Ozawa (January 18, 1956) [Reappointment]	August 1987 September 1991 November 1994 June 2006 June 2013 June 2020 June 2021 June 2025	Joined Suruga Chuo Research Institute (currently Friend Co., Ltd.) Joined the Company, General Manager of Product Planning Department Director, General Manager of Product Planning Department, the Company Managing Director, General Manager of Product Planning Division, the Company Managing Director, Managing Executive Officer, General Manager of Development Division, the Company Managing Director, Managing Executive Officer, Supervisor of Product Planning and Development, General Manager of Product Planning and Development Division, the Company Director, Managing Executive Officer, Supervisor of Product Planning and Development, General Manager of Product Planning and Development Division, the Company Director, Senior Managing Executive Officer, Supervisor of Product Planning and Development, Head of Business Audits, the Company	210,200
	[Reason for nomination as candidate for Director] Mr. Kazutoshi Ozawa has supervised the research and development department of the Company for many years and has extensive experience and a proven track record in the field of new product development. Since June 2025, he has been serving as Director, Senior Managing Executive Officer and Head of Business Audits, executing duties as the person responsible for relevant departments, and he has demonstrated his leadership as a member of the Company's senior management team. The Company has nominated him as a candidate for Director as he is expected to continue to strengthen the decision-making function of the Board of Directors.			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	 Hideo Masuda (March 22, 1965) [Reappointment]	April 1988 Joined STAR MICRONICS CO., LTD. April 1997 Joined the Company January 2000 General Manager of Accounting Department, the Company June 2006 Director, General Manager of Accounting Department, the Company July 2008 Director, CFO, General Manager of Accounting Department, the Company June 2013 Director, Executive Officer, CFO, General Manager of Accounting Department, the Company June 2020 Representative Director and Chairperson, PLUS MINUS ZERO CO., LTD. April 2021 Director, Executive Officer, CFO, Deputy General Manager of Administration Division, the Company June 2021 Director, Managing Executive Officer, CFO, Deputy General Manager of Administration Division, the Company (to present)	73,000
	[Reason for nomination as candidate for Director] Mr. Hideo Masuda has been involved in the accounting and finance departments of the Company for many years and has extensive experience and a proven track record. Since June 2021, he has been serving as Director, Managing Executive Officer, CFO, Deputy General Manager of Administration Division, executing duties as the person responsible for relevant departments, and he has demonstrated his leadership as a member of the Company's senior management team. The Company has nominated him as a candidate for Director as he is expected to continue to strengthen the decision-making function of the Board of Directors.		

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
6	 Yugo Kume (October 1, 1961) [Reappointment]	April 1984 January 2008 January 2011 January 2016 March 2018 January 2021 January 2023 March 2025 June 2025	Joined Lion Corporation General Manager of Corporate Planning Department, Lion Corporation General Manager of the Oral Care Business Department, Health Care Products Division, Lion Corporation Executive Officer, Executive General Manager of Health and Home Care Products Division, Lion Corporation Director, Executive Officer, Executive General Manager of Health and Home Care Products Division, Lion Corporation Director, Senior Executive Officer, Lion Corporation Director and Senior Executive Officer, Lion Corporation Advisor, Lion Corporation (to present) Outside Director, the Company (to present)	3,000
	[Reason for nomination as candidate for Outside Director and expected roles] Mr. Yugo Kume has spent many years at a major consumer goods manufacturer, endeavoring to improve the company's performance as an executive in a core business. He has a wide range of insight and a proven track record in the development of daily use items and business promotion, as well as extensive experience as a Director in corporate management. The Company believes that he will be able to continue appropriately executing duties as an Outside Director in order to contribute to the development of the Company.			

Notes:
1. Mr. Mitsuo Aoki, a candidate for Director, has concurrently served as Representative Director and President at LEC LICENSE CORPORATION. The Company has a business relationship such as licensing of trademarks with the company.
2. There are no special interests between the other candidates for Directors and the Company.
3. Mr. Yugo Kume is a candidate for Outside Director stipulated by laws and regulations.
4. Mr. Yugo Kume will have served as Outside Director for one (1) year at the conclusion of the Meeting.
5. The Company has reported Mr. Yugo Kume as being an independent director as provided for by the Tokyo Stock Exchange, Inc. to the Exchange. If he is reelected, the Company plans for him to continue being an independent director.
6. The Company has entered into a contract with each of the candidates for Outside Directors to limit their liability for damages under Article 423, paragraph 1 of the Companies Act, pursuant to Article 427, paragraph 1 of the same Act. If Mr. Yugo Kume is reelected, the Company plans to continue such contract with him. The outline of such contracts is as stated in "3. Matters Regarding Directors (and Other Officers)" in the Business Report.
7. The number of shares of the Company held is as of March 31, 2026.
8. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract with an insurance company. Such insurance covers any damages that may result from the insured being liable for the performance of their duties or being subject to a claim for the pursuit of such liability. All the candidates for Directors will be included as the insured in such insurance contract. The Company plans to renew such insurance contract with the same contents at the next renewal.
9. LEC, Inc. that had been a consolidated subsidiary (referred to as the former LEC Inc. herein) was merged with the Company in an absorption-type merger as of October 1, 2009.

Proposal 3: Election of Three (3) Directors Who Are Audit and Supervisory Committee Members

The terms of office of two (2) Directors who are Audit and Supervisory Committee Members will expire at the conclusion of the Meeting. Accordingly, the Company proposes the election of three (3) Directors who are Audit and Supervisory Committee Members. The Audit and Supervisory Committee has consented to this proposal.

The candidates for Directors who are Audit and Supervisory Committee Members are as follows:

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">1</td><td>
Kiyoshi Nagano
(November 29, 1940)

[Reappointment]</td><td>February 1996

December 2004

June 2005

June 2012
June 2015

June 2017

June 2024</td><td>Managing Director, The Nikko Securities Co., Ltd. (currently SMBC Nikko Securities Inc.)
Representative Director, Chairman, and President, Jasdaq Securities Exchange, Inc. (currently Tokyo Stock Exchange, Inc.)
Supreme Advisor, Jasdaq Securities Exchange, Inc.
Outside Auditor, the Company
Outside Director (Audit and Supervisory Committee Member), the Company
Outside Director, SBI SECURITIES Co., Ltd. (to present)
Outside Director (Audit and Supervisory Committee Member), the Company (to present)</td><td>–</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Outside Director and expected roles]
Mr. Kiyoshi Nagano has extensive knowledge, etc. cultivated over many years in corporate management, primarily in the securities market. The Company believes he will be able to leverage this knowledge to appropriately execute duties as an Outside Director of the Company.</td></tr>
</table>

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions		Number of shares of the Company held
2	 Intetsu Kobayashi (October 30, 1962) [New appointment]	February 1996 April 2001 January 2002 January 2008 April 2009 June 2009 April 2011 April 2013	Obtained Ph.D. in Health Sciences Specialist Researcher (Life Sciences), Ministry of Education, Culture, Sports, Science and Technology General Manager, Infectious Disease Research Department, Supreme Advisor, Mitsubishi Chemical BCL Inc. Associate Professor, Infection Control and Prevention, School of Nursing, Faculty of Medicine, Toho University Professor, Infection Control and Prevention, School of Nursing, Faculty of Medicine, Toho University Member, Novel Influenza Countermeasures Working Team, Japan Dental Association Professor, Infection Control and Prevention, Faculty of Nursing, Toho University (to present) Professor, Infection Control and Prevention, Graduate School of Nursing, Toho University (to present)	500
	[Reason for nomination as candidate for Outside Director and expected roles] Mr. Intetsu Kobayashi has taught infection control and prevention at Toho University for many years. During outbreaks of infectious diseases, he has made significant contributions to public health management and safety and hygiene through the provision of specific advice on infection prevention. The Company believes that, by leveraging his extensive knowledge and experience, he can contribute to the development of hygiene products and the strengthening of quality control as an Outside Director, and therefore the Company has nominated him as a candidate for Outside Director who is an Audit and Supervisory Committee Member. Although he has never been involved in corporate management in the past, he has experience serving as a general manager at a major company. For the above reasons, the Company believes that he will be able to appropriately execute duties as an Outside Director who is an Audit and Supervisory Committee Member.			

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">3</td><td>
Kayo Henmi
(May 3, 1978)

[Reappointment]</td><td>October 2002
April 2012

April 2016

December 2016
December 2016

May 2018

June 2024

April 2025</td><td>Appointed as a prosecutor
Prosecutor attached to Litigation Department, Tokyo Legal Affairs Bureau
Prosecutor, Tokyo District Public Prosecutors Office
Retired as a prosecutor
Joined OH-EBASHI LPC & PARTNERS (to present)
Special Committee on the Protection of Whistleblowers, Tokyo Bar Association (to present)
Outside Director (Audit and Supervisory Committee Member), the Company (to present)
Professor, Keio University Law School (to present)</td><td>–</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Outside Director and expected roles]
Ms. Kayo Henmi has served as both a prosecutor and an attorney-at-law, and she possesses specialized knowledge and experience in law. The Company believes that she can leverage her knowledge and experience to contribute to strengthening the supervisory functions of the Company’s management and corporate governance as an Outside Director, and therefore the Company has nominated her as a candidate for Outside Director who is an Audit and Supervisory Committee Member. Although she has never been involved in corporate management in any way other than as an outside officer, the Company believes that she will be able to appropriately execute duties as an Outside Director who is an Audit and Supervisory Committee Member for the above reasons.</td></tr>
</table>

Notes:
1. There are no special interests between each of the candidates for Directors who are Audit and Supervisory Committee Members and the Company.
2. Mr. Kiyoshi Nagano, Mr. Intetsu Kobayashi, and Ms. Kayo Henmi are candidates for Outside Directors stipulated by laws and regulations.
3. Mr. Kiyoshi Nagano has previously served as Outside Director of the Company.
4. Mr. Kiyoshi Nagano and Ms. Kayo Henmi will have served as Outside Directors and Directors who are Audit and Supervisory Committee Members for two (2) years at the conclusion of the Meeting.
5. The Company has reported Mr. Kiyoshi Nagano and Ms. Kayo Henmi as being independent directors as provided for by the Tokyo Stock Exchange, Inc. to the Exchange. If they are reelected, the Company plans to report them again as being independent directors. In addition, if Mr. Intetsu Kobayashi is elected, the Company plans to report him as being an independent director as provided for by the Tokyo Stock Exchange, Inc. to the Exchange.
6. The Company has entered into a contract with each of the candidates for Outside Directors to limit their liability for damages under Article 423, paragraph 1 of the Companies Act, pursuant to Article 427, paragraph 1 of the same Act. If Mr. Kiyoshi Nagano and Ms. Kayo Henmi are reelected, the Company plans to continue such contracts. In addition, if Mr. Intetsu Kobayashi is elected, the Company plans to conclude such contract. The outline of such contracts is as stated in “3. Matters Regarding Directors (and Other Officers)” in the Business Report.
7. The number of shares of the Company held is as of March 31, 2026.
8. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract with an insurance company. Such insurance covers any damages that may result from the insured being liable for the performance of their duties or being subject to a claim for the pursuit

of such liability. All the candidates for Directors will be included as the insured in such insurance contract. The Company plans to renew such insurance contract with the same contents at the next renewal.

Reference: Skill Matrix of Directors

If Proposal 2 and Proposal 3 are approved at the Meeting, the skill matrix of Directors will be as follows:

Name	Positions and responsibilities	Management/ Business strategy	Sales/ Marketing	Production/ Quality control	Product development	Finance/ Accounting	Legal affairs/ Governance/ Risk management
Mitsuo Aoki	Representative Director, Chairperson, CEO, President and COO	○	○	○	○	○	○
Isamu Aoki	Director, Vice President, Executive Officer, Supervisor of Sales Division	○	○		○		
Toshihiro Kaihoshi	Director, Senior Managing Executive Officer, General Manager of Administration Division	○		○		○	○
Kazutoshi Ozawa	Director, Senior Managing Executive Officer, Supervisor of Product Planning and Development, Head of Business Audits	○	○	○	○		
Hideo Masuda	Director, Managing Executive Officer, CFO, Deputy General Manager of Administration Division	○				○	○
Yugo Kume	Outside Director	○	○	○	○		○
Hideichi Kitamura	Director (Full-time Audit and Supervisory Committee Member)	○		○	○		
Kiyoshi Nagano	Outside Director (Audit and Supervisory Committee Member)	○					○
Takao Sakaguchi	Outside Director (Audit and Supervisory Committee Member)						○
Uharu Seguchi	Outside Director (Audit and Supervisory Committee Member)	○			○		
Juichi Nozue	Outside Director (Audit and Supervisory Committee Member)						○
Intetsu Kobayashi	Outside Director (Audit and Supervisory Committee Member)			○	○		
Kayo Henmi	Outside Director (Audit and Supervisory Committee Member)						○