Note: This document has been translated from a part of 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.

Securities Code: 6364
June 5, 2026

To Our Shareholders:

Goichi Sato,
Representative Director and President
AIRMAN CORPORATION
3074 Shimoaouzu, Tsubame-shi, Niigata

Notice of the 95th Annual General Meeting of Shareholders

We are pleased to announce that the 95th Annual General Meeting of Shareholders of AIRMAN CORPORATION (the "Company") will be held as follows.
In convening this General Meeting of Shareholders, the Company has taken 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 will be taken) in electronic format, and has posted the information on each of the following websites. Please access either of the websites to view the information.

Company website: https://www.airman.co.jp/en/
(Access the website shown above, select "Investor Relations," "IR Library," and then "Shareholder Newsletter.")
TSE website (Listed Company Search):
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show
(Access the TSE website by using the internet address shown above, enter "AIRMAN" in "Issue name (company name)" or the Company's securities code "6364" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting].")

Website for posted informational materials for the general meeting of shareholders:
https://d.sokai.jp/6364/teiji/ (in Japanese)

If you do not attend the meeting, you may exercise your voting rights in writing (by mail) or via the internet, etc. Please take some time to review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights no later than 5:10 p.m. on Thursday, June 25, 2026 (JST).

Exercising voting rights in writing (by mail)
Indicate your approval or disapproval of each proposal on the Voting Form, and post it so that it arrives by the voting deadline specified above.

Exercising voting rights via the internet, etc.
(1) How to scan QR Code® "Smart Exercise"
You can easily exercise your voting rights without having to enter a voting code and password by scanning the QR Code® at the bottom right of the voting form via your smartphone or other mobile device.
(2) How to enter the voting code and password
Please access the voting website specified by the Company (https://soukai.mizuho-tb.co.jp/) (in Japanese), use the "Voting Code" and "Password" shown on the Voting Form enclosed with this notice, then follow the on-screen instructions to vote on each proposal by the voting deadline.
For more details on how to exercise voting rights via the internet, etc., please refer to the "How to exercise voting rights" described below (in Japanese version only).

1. **Date and Time:** **Friday, June 26, 2026, at 10:00 a.m. (JST)**
(Reception will begin at 9:00 a.m.)
2. **Place:** **Large Conference Room, 1F Development and Administration Building, Headquarters/Factory, AIRMAN CORPORATION**
3074 Shimoaouzu, Tsubame-shi, Niigata
3. **Purposes of the Meeting**

Matters to be reported:

1. The Business Report, the Consolidated Financial Statements and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit Committee for the 95th fiscal year (from April 1, 2025 to March 31, 2026)
2. The Non-consolidated Financial Statements for the 95th 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 Four Directors (Excluding Audit Committee Members)**

4. **Matters Prescribed for Convocation (Information About the Exercise of Voting Rights)**

(1) If approval or disapproval of the proposals is not indicated on the Voting Form submitted in writing (by mail) for the exercise of voting rights, the Form will be acknowledged as an indication of approval and handled accordingly.
(2) If you exercise your voting rights on multiple occasions via the internet, etc., the vote that is cast on the final occasion will be deemed as the valid one.
(3) If you exercise your voting rights both in writing (by mail) and via the internet, etc., the vote via the internet, etc. will be deemed as the valid one, regardless of when it is received.

◎ If attending the meeting in person, please present the Voting Form at the reception desk.
◎ If revisions to the items subject to measures for electronic provision arise, a notice will be posted on the aforementioned websites to present the revisions and the details of those items before and after the revisions are made.
◎ Shareholders who have requested paper documents will receive these along with a document that states the items subject to measures for electronic provision; however, such a document will not include the following items, based on the provisions of laws and regulations as well as the Company's Articles of Incorporation.
(i) Notes to the Consolidated Financial Statements
(ii) Notes to the Non-consolidated Financial Statements
Therefore, the consolidated financial statements, and financial statements described in such paper document were a part of the documents that were audited by the accounting auditor when preparing the accounting auditor report and by the Audit and Supervisory Committee when preparing the audit report.
◎ The video of the General Meeting of Shareholders will be available on the Company's website (https://ir.airman.co.jp/shares/meeting.html) (in Japanese) from early July 2026. We hope the streaming will be of use to you.
(We ensure that the video taken at the General Meeting of Shareholders will not show the faces of shareholders in attendance to the extent possible in order to protect their portrait rights and privacy. If the video turns out to contain any identifiable images of shareholders due to certain arrangement of the venue or other reasons, these images will be processed so that the individuals therein will be unidentifiable.)
◎ We do not prepare gifts for shareholders who will attend the General Meeting of Shareholders. We greatly appreciate your understanding.
◎ After the conclusion of the General Meeting of Shareholders, a free discussion session with shareholders will be held. We would very much like you to stay longer and attend, if time permits.

How to exercise voting rights

If you attend the General Meeting of Shareholders in person, you need not exercise your voting rights in writing or via the internet, etc.

For those attending the General Meeting of Shareholders
Please submit the complete Voting Form **to the reception at the venue**.
(No personal seal is required.)

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

Place: **Large Conference Room, 1F Development and Administration Building, Headquarters/Factory, AIRMAN CORPORATION**

For those sending the Voting Form by post
Indicate your approval or disapproval of the proposals on the Voting Form and return it. No stamp is needed.

Deadline for exercise of voting rights by post: **Must arrive by 5:10 p.m. on Thursday, June 25, 2026 (JST)**

Reference Documents for the General Meeting of Shareholders

Proposal No. 1 Appropriation of Surplus

Year-end dividends

From the Company's perspective, returning profit to shareholders is one of its top management priorities. As a general rule, the Company will continue to pay dividends commensurate with earnings, while efficiently using retained earnings for investments aiming to strengthen the business structure and boost profitability going forward.
The Company has decided on the following year-end dividend after consideration of our performance in the current fiscal year and future business development.
Accordingly, the dividend for the fiscal year, including the interim dividend (¥20 per share), will be ¥72 per share.

(1) Type of dividend property
To be paid in cash.

(2) Allotment of dividend property and their aggregate amount
¥52 per common share of the Company
Total: ¥1,433,073,824

(3) Effective date of dividends of surplus
June 29, 2026

Proposal No. 2 Election of Four Directors (Excluding Audit Committee Members)

The terms of office of all four Directors (excluding those appointed as Audit Committee Members; applicable to the rest of this proposal) will expire at the conclusion of this meeting. Therefore, the Company proposes the election of four Directors.
The Audit Committee of the Company has determined that all of the candidates for Director included in the proposal are qualified.
The candidates for Director are as follows:

Candidate No.	Name		Current position and area of responsibility in the Company	Number of years in office as a Director	Attendance at Board of Directors meetings
1	Goichi Sato	Reelection	Representative Director and President	5 years	100% (17/17)
2	Norimi Nagasawa	Reelection	Managing Director in charge of corporate planning	3 years	100% (17/17)
3	Katsumi Kaneko	Reelection	Director in charge of sustainability promotion	4 years	100% (17/17)
4	Kazuo Inada	Reelection Outside Independent	Outside Director	1 year	100% (14/14)

Notes: 1. The tenure of each candidate in relation to this proposal is as of the conclusion of this meeting.
2. The number of Board of Directors meetings attended by Kazuo Inada is the number of meetings he has attended since his appointment as Director on June 26, 2025.

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, position, and area of responsibility in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">1</td><td>Goichi Sato
Date of birth: May 30, 1971
(55 years old)

Reelection

Number of years in office as a Director
5 years

Attendance at Board of Directors meetings
100% (17/17)</td><td>Apr. 1998 Joined the Company
Mar. 2013 Managing Director of ASC Co., Ltd.
Mar. 2014 Executive Officer of the Company
Representative Director, President of ASC Co., Ltd.
Mar. 2018 Executive Officer, General Manager of Administration Dept. of the Company
Mar. 2021 Executive Officer, General Manager of Administration Division, and Manager of Corporate Planning Office
June 2021 Director, General Manager of Administration Division, and Manager of Corporate Planning Office
Mar. 2022 Director, General Manager of Administration Division
Feb. 2024 Representative Director and President (current position)
Significant concurrent positions outside the Company
None.</td><td>517,951 shares</td></tr>
<tr><td colspan="3">Reasons for nomination as candidate for Director
Goichi Sato serves as Representative Director and has experience as a manager of a group company, a service division, as well as extensive business experience in the Company and insights into general management, accounting, finance, general affairs, and human resources operations in general. The Company therefore considers him an appropriate candidate as a Director.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, position, and area of responsibility in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">2</td><td>Norimi Nagasawa
Date of birth: June 10, 1967
(59 years old)

Reelection

Number of years in office as a Director
3 years

Attendance at Board of Directors meetings
100% (17/17)</td><td>June 1990 Joined the Company
Mar. 2019 General Manager of Higashi Nihon Sales Dept.
Mar. 2020 Executive Officer, General Manager of Higashi Nihon Sales Dept.
Mar. 2022 Executive Officer, General Manager of Sales Division
June 2023 Director, General Manager of Sales Division
Feb. 2024 Managing Director, General Manager of Sales Division
Mar. 2025 Managing Director, General Manager of Sales Division and General Manager of Direct Demand Dept.
Mar. 2026 Managing Director in charge of corporate planning (current position)
Significant concurrent positions outside the Company
None.</td><td>12,979 shares</td></tr>
<tr><td colspan="3">Reasons for nomination as candidate for Director
Norimi Nagasawa has held key positions in the sales division and has abundant business experience and knowledge of the overall sales operations of the Company. The Company considers him an appropriate candidate as a Director, as it aims to further strengthen the management base and enhance corporate value.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, position, and area of responsibility in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">3</td><td>Katsumi Kaneko
Date of birth: May 11, 1968
(58 years old)

Reelection

Number of years in office as a Director
4 years

Attendance at Board of Directors meetings
100% (17/17)</td><td>Apr. 1994 Joined the Company
Mar. 2019 General Manager of Manufacturing Dept. and Manager of Manufacturing Group I
Mar. 2020 Executive Officer, General Manager of Manufacturing Dept.
Mar. 2022 Executive Officer, General Manager of Production Division
June 2022 Director, General Manager of Production Division
Oct. 2023 Director, General Manager of Production Division, and General Manager of Manufacturing Dept.
Mar. 2025 Director, General Manager of Production Division
Mar. 2026 Director in charge of sustainability promotion (current position)
Significant concurrent positions outside the Company
None.</td><td>8,648 shares</td></tr>
<tr><td colspan="3">Reasons for nomination as candidate for Director
Katsumi Kaneko has been involved in the development and manufacturing divisions and held key positions since joining the Company. He has abundant business experience and knowledge of the overall production operations of the Company. The Company believes that through his insight based on this abundant experience, he can contribute to further enhancing and building sustainable systems in the Company, and therefore considers him an appropriate candidate as a Director.</td></tr>
</table>

Candidate No.	Name (Date of birth)	Career summary, position, and area of responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
4	Kazuo Inada Date of birth: August 30, 1962 (63 years old) Reelection Outside Independent Number of years in office as a Director 1 year Attendance at Board of Directors meetings 100% (14/14)	Apr. 1987 Joined Mitsubishi Corporation Apr. 2003 Deputy Managing Director, Mitsubishi International Corp. (Iran), Ltd. Apr. 2013 General Manager, Environmental Solutions Business Dept., Mitsubishi Corporation Apr. 2014 Managing Director, Mitsubishi International Corp. (Iran), Ltd. Apr. 2018 Senior Vice President, General Manager for Turkey and Deputy Regional CEO, Middle East & Central Asia, Mitsubishi Corporation Sept. 2022 Senior Assessor, Future HR Research Center, Human Link Corporation Jan. 2025 Senior Principal Clerical and Operating Officer, Overseas Supervisory Division, Business Development Headquarters, Nihon Suido Consultants Co., Ltd. June 2025 Outside Director of the Company (current position) Jan. 2026 Corporate Officer, General Manager of Overseas Management Division, Business Development Headquarters, Nihon Suido Consultants Co., Ltd. (current position) Significant concurrent positions outside the Company Corporate Officer, General Manager of Overseas Management Division, Business Development Headquarters, Nihon Suido Consultants Co., Ltd.	100 shares
	Reasons for nomination as candidate for Outside Director and summary of the expected role Kazuo Inada has achievements as a manager overseas at another company, and possesses international experience and broad insight in the promotion of businesses that contribute to the advancement of developing countries in particular. The Company has nominated him as a candidate for Outside Director as it believes he can fulfill his role in providing advice on the management of the Company and supervising the execution of business.		

Notes:
1. There is no special interest between any of the candidates and the Company.
2. Kazuo Inada is a candidate for Outside Director.
3. The Company has entered into an agreement with Kazuo Inada that limits his liability for damages in Article 423, Paragraph 1 of the Companies Act pursuant to the Company's Articles of Incorporation and the provisions of Article 427, Paragraph 1 of the same Act, with the minimum amount of liability specified in Article 425, Paragraph 1 of the same Act being the limit. The Company plans to continue this limited liability agreement with Kazuo Inada if his reelection is approved.
4. Kazuo Inada meets the requirements for independent officer as stipulated by the Tokyo Stock Exchange (TSE), and the Company has accordingly registered him as an independent officer with the TSE. The Company plans to continue having Kazuo Inada as an independent officer if his reelection is approved.
5. The Company has concluded a directors and officers liability insurance contract with an insurance company as provided for in Article 430-3, Paragraph 1 of the Companies Act. The scope of the insured under the insurance contract is Directors (including Directors who are Audit Committee Members) and Executive Officers of the Company, and directors, executive officers and audit board members of the Company's affiliates, and insurance premiums are not borne by the insured. The insurance contract will cover legal damages and litigation expenses should the insured become subject to a claim for damages during the period of insurance coverage.
   However, any damages arising from any action taken with the awareness that it is a law violating act are not covered so that appropriateness of execution of duties by the insured is not undermined.
   If the election of candidates for Director is approved, they will be included in the insureds covered by the insurance contract. Also, the insurance contract will be renewed with the same contents at the next time of renewal.

(Reference) **Director Skill Matrix**

The Nomination and Compensation Advisory Committee deliberates on the selection of the Company's candidates for Director, after which the Board of Directors decides on the candidates. Candidates for the Company's Director shall meet the following requirements.

1. Common for all Directors

Candidates for Director must respect the ethos of the Company's management principle, recognize that their role is to fulfill their social responsibility, and be able to practice this responsibility. They should also have excellent character and knowledge and be in good physical and mental health.

2. Executive Director

Must be familiar with the business of the Group, and contribute to the enhancement of the Company's corporate value through strong leadership.

3. Outside Director

Must have sufficient social credibility. Each candidate for Independent Outside Director must be a person who conforms to the independence standards set forth by Tokyo Stock Exchange, Inc.

■ **Details regarding expertise and experience**

Corporate management	Experience in corporate management
Finance/Accounting	Expertise in management accounting, business planning and financial accounting
Legal/Risk	Expertise in risk management and legal affairs
Development/Technology	Experience in research and development
Production/Procurement	Experience in production or procurement
Sales/Marketing	Expertise in sales or research in the sales area
Human resources/Labor	Expertise in human resources development and labor management
Global operations	Insight with a global perspective and experience in global operations

■ **The matrix indicates the expertise and experience that the Directors (current/candidate) have in particular.**

	Goichi Sato	**Norimi Nagasawa**	**Katsumi Kaneko**	**Kazuo Inada**
Current/Candidate	Current	Current	Current	Current
Current title	Representative Director and President	Managing Director in charge of corporate planning	Director in charge of sustainability promotion	Outside Director
Number of years in office as a Director	5	3	4	1
Age	55	59	58	63
Corporate management	●	●	●	●
Finance/Accounting	●			
Legal/Risk	●			
Development/Technology			●	
Production/Procurement			●	
Sales/Marketing		●		
Human resources/Labor	●			●
Global operations				●

	Junichi Kanai	**Yoshikane Saito**	**Yurika Hiyama**	**Nahoko Watanabe**
Current/Candidate	Current	Current	Current	Current
Current title	Director, Full-time Audit Committee Member	Outside Director (Audit Committee Member)	Outside Director (Audit Committee Member)	Outside Director (Audit Committee Member)
Number of years in office as a Director	4	5	1	1
Age	65	53	56	45
Corporate management		●		
Finance/Accounting		●		
Legal/Risk	●	●		●
Development/Technology	●			
Production/Procurement	●			
Sales/Marketing			●	
Human resources/Labor				
Global operations		●	●	

Notes: 1. Up to four main areas of expertise expected of each candidate are listed.
2. The above list does not show all the experience and expertise possessed by each person.