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August 7, 2026

Company Name: MAX CO.,LTD.
Representative: Tatsushi Ogawa, President
Security Code: 6454(Prime Market of TSE)
Contact: Nobuo Suda, Executive Officer
TEL: +81-3-3669-8106

Notice of Completion of Payment for Disposal of Treasury Shares as Restricted Stock Compensation

MAX Co., Ltd. (the "Company") hereby announces as follows that payment procedures have been completed on August 7 ,2026 for disposal of its treasury shares as restricted stock compensation, which was resolved at the meeting of the Board of Directors held on July 13, 2026. Please refer to "Notice of Disposal of Treasury Shares as Restricted Stock Compensation" announced on July 13, 2026 for further information.

Summary of the Disposal

(1) Disposal date	August 7, 2026
(2) Class and number of shares to be disposed of	34,677 shares of common stock of the Company
(3) Disposal price	1,710 yen per share
(4) Total amount of Disposal	59,297,670 yen
(5) Recipient, number of persons, and number of shares disposed of	Directors of the Company (excluding outside directors and directors who are members of the Audit and Supervisory Committee) 5 persons, 18,070 shares 11 executive officers who do not concurrently serve as Directors of the Company, 16,607 shares