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: 6785)

September 9, 2026

(Start date of measures for electronic provision: September 3, 2026)

To our shareholders:

Noriyoshi Suzuki
Representative Director and President
Suzuki Co., Ltd.
2150-1, Ogawara, Suzaka-shi, Nagano

Notice of the 57th Annual General Meeting of Shareholders

We are pleased to announce the 57th Annual General Meeting of Shareholders of Suzuki Co., Ltd. (the "Company"), which will be held as described below.

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. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and has posted the information on each of the following websites. Please access any of the websites to review the information.

The Company's website:
https://www.suzukinet.co.jp/ (in Japanese)

(From the above website, select "IR Information," then "Stock Information," and finally "Shareholders Meeting.")

Website for General Meeting of Shareholders materials:
https://d.sokai.jp/6785/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 by using the internet address shown above, enter "SUZUKI CO., LTD." in "Issue name (company name)" or the Company's securities code "6785" 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].")

If you are unable to attend the meeting, you may exercise your voting rights by either of the following two methods, so please examine the Reference Documents for the General Meeting of Shareholders and exercise your voting rights.

Exercise of voting rights via the internet, etc.
Please access the voting website designated by the Company (https://www.web54.net) (in Japanese only), and exercise your voting rights by 5:15 p.m., on Thursday, September 24, 2026 (JST).

Exercise of voting rights in writing (by postal mail)
Please indicate your approval or disapproval of each proposal on the enclosed voting form and send it by postal mail so that it will arrive no later than 5:15 p.m., on Thursday, September 24, 2026 (JST).

1. **Date and time:** 10:00 a.m., on Friday, September 25, 2026 (JST)
2. **Venue:** **Hall 1, 3rd floor of Suzaka City Silky Hall**
   1295-1, Suzaka, Suzaka-shi, Nagano
3. **Purpose of the meeting:**

   Matters to be reported:

   1. The Business Report and Consolidated Financial Statements, as well as the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Committee, for the 57th fiscal year (from July 1, 2025 to June 30, 2026)
   2. Non-consolidated Financial Statements for the 57th fiscal year (from July 1, 2025 to June 30, 2026)

   Matters to be resolved:

   Proposal No. 1 Appropriation of Surplus

   Proposal No. 2 Election of Six Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

   Proposal No. 3 Revision to the Amount of Remuneration for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

4. **Matters determined concerning the convocation (Guide for the exercise of voting rights)**
   - **If you exercise your voting rights via the internet, etc. multiple times, only the last vote shall be deemed effective.**
   - **If you exercise your voting rights both via the internet, etc. and in writing (by postal mail), the exercise of voting rights via the internet, etc. shall be deemed effective, regardless of the date or time of receipt.**
   - **In the event that there is no indication of approval or disapproval of each proposal in the voting form when voting rights are exercised in writing (by postal mail), it shall be deemed that you have indicated your approval.**

- If you attend the meeting on the day, please submit the voting form to the reception desk.
- If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on each of the above websites.
- For shareholders who have not made a request for delivery of paper-based documents, we are sending this Notice and the Reference Documents for the General Meeting of Shareholders.
- Together with the above documents, paper-based documents stating the matters subject to measures for electronic provision are sent to shareholders who have made a request for delivery of paper-based documents. However, those documents do not include the following matters in accordance with the provisions of laws and regulations and Article 13 of the Articles of Incorporation of the Company.
  (1) "Overview of System and Its Operational Status to Ensure the Properness of Operations" in the Business Report
  (2) "Consolidated Statement of Changes in Equity" and "Notes to Consolidated Financial Statements" in the Consolidated Financial Statements
  (3) "Non-consolidated Statement of Changes in Equity" and "Notes to Non-consolidated Financial Statements" in the Non-consolidated Financial Statements

  Consequently, the Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements contained in the above documents are part of the materials audited by the Financial Auditor and the Audit & Supervisory Committee in preparing their respective audit reports.
- If you need support in attending the meeting, please contact us by telephone in advance.
  Suzuki Co., Ltd.
  Tel: +81-26-251-2600 (8:25 a.m.–5:15 p.m. JST, except Saturdays, Sundays, and national holidays)

A Request to Our Shareholders

No gifts will be distributed to shareholders attending the general meeting of shareholders. We appreciate your kind understanding.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1 Appropriation of Surplus

The Company positions profit distribution to its shareholders as one of the important management issues. With regard to year-end dividends in the current fiscal year, our basic policy is to pay stable dividends in response to the business results, in accordance with the shareholder return policy announced on August 8, 2024. Comprehensively taking into account dividend payout ratio, dividend on equity ratio, and the enhanced internal reserves for further reinforcing our corporate structure and preparing for the future business development, along with the above basic policy, we propose the year-end dividends as follows.

Matters Relating to Year-end Dividends

1. Type of dividend property

   To be paid in cash.

2. Allotment of dividend property and its aggregate amount

   ¥60 per common share of the Company
   Total: ¥861,554,520

   As the Company has already paid an interim dividend of ¥45 per share, the annual dividend for the fiscal year will be ¥105 per share.

3. Effective date of dividends of surplus

   September 28, 2026

Proposal No. 2 Election of Six Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The terms of office of all six Directors (excluding Directors who are Audit & Supervisory Committee Members; the same shall apply in this proposal) will expire at the conclusion of this meeting.

Therefore, the Company proposes the election of six Directors.

As for this proposal, the Company's Audit & Supervisory Committee has judged that all the candidates for Director are eligible.

The candidates for Director are as follows:

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)
Gender</th><th colspan="2">Career summary, and position and responsibility in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="4">1</td><td>Noriyoshi Suzuki
(July 5, 1961)
Male</td><td>Mar. 1982
Aug. 1987

July 1989

May 1991

May 1991

Aug. 2007

Oct. 2007

July 2010

Mar. 2020</td><td>Joined the Company
Director and General Manager of Planning Office
Director and General Manager of Production Control Division
Representative Director and President (current position)
Representative Director and President of Suzuki-Enterprise Limited
Director of Suzuki-Toshin Electronics (Hong Kong) Co., Ltd. (current position)
Director of Suzuki-Toshin Electronics (Zhongshan) Co., Ltd. (current position)
Chair of Suzuki-Toshin Electronics (Hong Kong) Co., Ltd.
Chair of Suzuki-Toshin Electronics (Zhongshan) Co., Ltd.
Director of Klingel Co., Ltd. (current position)</td><td>382,440 shares</td></tr>
<tr><td colspan="4">Significant concurrent positions outside the Company
Director of Suzuki-Toshin Electronics (Hong Kong) Co., Ltd.
Director of Suzuki-Toshin Electronics (Zhongshan) Co., Ltd.</td></tr>
<tr><td colspan="4">Reasons for election
The Company has elected Noriyoshi Suzuki as a candidate for Director because he has fulfilled his duties as Representative Director and President of the Company since assuming the office in May 1991 and has worked to sustainably enhance the Company's corporate value by leading the overall management and global business and demonstrating strong leadership. Due to his track record, capabilities, and abundant experience as a corporate manager, as well as his remarkable personality and insights, the Company proposes his continued election as Director.</td></tr>
<tr><td colspan="4">Relationship of special interest in the Company
There is no special interest between the Company and Noriyoshi Suzuki.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)
Gender</th><th colspan="2">Career summary, and position and responsibility in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="16">2</td><td rowspan="13">Eiji Aoki
(March 22, 1964)
Male</td><td>Mar. 1982</td><td>Joined the Company</td><td rowspan="13">23,100 shares</td></tr>
<tr><td>Jan. 2009</td><td>Deputy General Manager of Mold Manufacturing Department</td></tr>
<tr><td>Jan. 2010</td><td>General Manager of Mold Manufacturing Department</td></tr>
<tr><td>July 2011</td><td>Director of Suzuki-Toshin Electronics (Hong Kong) Co., Ltd. (current position)
Director of Suzuki-Toshin Electronics (Zhongshan) Co., Ltd. (current position)</td></tr>
<tr><td>July 2011</td><td>President of Suzuki-Toshin Electronics (Hong Kong) Co., Ltd. and Suzuki-Toshin Electronics (Zhongshan) Co., Ltd.</td></tr>
<tr><td>Jan. 2016</td><td>Director, General Manager of Manufacturing Department, and General Manager of Production Management Department of S&S COMPONENTS CO., LTD.</td></tr>
<tr><td>Oct. 2017</td><td>Executive Officer, General Manager of Parts Manufacturing Department, Manufacturing Division of the Company</td></tr>
<tr><td>Sept. 2019</td><td>Executive Director and General Manager of Manufacturing Division</td></tr>
<tr><td>Apr. 2020</td><td>Director of S-MEDICAL CO., LTD.</td></tr>
<tr><td>May 2021</td><td>Director of S&S COMPONENTS CO., LTD.</td></tr>
<tr><td>Sept. 2021</td><td>Director, Managing Executive Officer, and General Manager of Manufacturing Division of the Company (current position)</td></tr>
<tr><td>Sept. 2024</td><td>Representative Director and President of S&S COMPONENTS CO., LTD. (current position)</td></tr>
<tr></tr>
<tr><td colspan="4">Significant concurrent positions outside the Company
Director of Suzuki-Toshin Electronics (Hong Kong) Co., Ltd.
Director of Suzuki-Toshin Electronics (Zhongshan) Co., Ltd.
Representative Director and President of S&S COMPONENTS CO., LTD.</td></tr>
<tr><td colspan="4">Reasons for election
The Company has elected Eiji Aoki as a candidate for Director because he has assisted the President as an Executive Director since September 2019 and has contributed to the enhancement of the corporate value of the Company and its group companies as an expert mainly in the manufacturing department. Due to his track record, capabilities, and abundant experience, as well as his remarkable personality and insights, the Company proposes his continued election as Director.</td></tr>
<tr><td colspan="4">Relationship of special interest in the Company
There is no special interest between the Company and Eiji Aoki.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)
Gender</th><th colspan="2">Career summary, and position and responsibility in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="14">3</td><td rowspan="11">Kiyohisa Ogawa
(November 6, 1972)
Male</td><td>Apr. 1993</td><td>Joined the Company</td><td rowspan="11">11,600 shares</td></tr>
<tr><td>July 2006</td><td>Manager of Production Management Section, Mold Manufacturing Department</td></tr>
<tr><td>July 2008</td><td>Manager of Business Operations Section, Business Operations Department of S&S COMPONENTS CO., LTD.</td></tr>
<tr><td>Jan. 2014</td><td>Manager of General Affairs Section, General Affairs Department of the Company</td></tr>
<tr><td>Jan. 2017</td><td>Deputy General Manager of General Affairs Department, and Manager of General Affairs Section, Administration Division</td></tr>
<tr><td>Jan. 2018</td><td>General Manager of General Affairs Department, Administration Division</td></tr>
<tr><td>Sept. 2020</td><td>Executive Officer, General Manager of General Affairs Department, and Manager of Facility Management Section, Administration Division</td></tr>
<tr><td>Sept. 2022</td><td>Executive Officer, General Manager of General Affairs Department, Administration Division</td></tr>
<tr><td>Sept. 2023</td><td>Executive Director, General Manager of Administration Division, and General Manager of General Affairs Department</td></tr>
<tr><td>Sept. 2023</td><td>Audit & Supervisory Board Member of S&S COMPONENTS CO., LTD. (current position)</td></tr>
<tr><td>Sept. 2025</td><td>Director, Managing Executive Officer, and General Manager of Administration Division of the Company (current position)</td></tr>
<tr><td colspan="4">Significant concurrent positions outside the Company
Audit & Supervisory Board Member of S&S COMPONENTS CO., LTD.</td></tr>
<tr><td colspan="4">Reasons for election
The Company has elected Kiyohisa Ogawa as a candidate for Director because he has assisted the President as an Executive Officer since September 2020 and has contributed to the enhancement of the corporate value of the Company and its group companies as an expert mainly in the general affairs department. Due to his track record, capabilities, and abundant experience, as well as his remarkable personality and insights, the Company proposes his continued election as Director.</td></tr>
<tr><td colspan="4">Relationship of special interest in the Company
There is no special interest between the Company and Kiyohisa Ogawa.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)
Gender</th><th colspan="2">Career summary, and position and responsibility in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="12">4</td><td rowspan="9">Yoshiaki Nakajima
(March 20, 1979)
Male</td><td>Apr. 2001</td><td>Joined the Company</td><td rowspan="9">2,700 shares</td></tr>
<tr><td>July 2012</td><td>Manager of Parts Sales Section I, Sales Department</td></tr>
<tr><td>July 2018</td><td>Deputy General Manager of Sales Department and Manager of Parts Sales Section I, Sales Division</td></tr>
<tr><td>July 2019</td><td>General Manager of Sales Department, Sales Division</td></tr>
<tr><td>May 2021</td><td>Executive Officer and General Manager of Sales Division</td></tr>
<tr><td>Mar. 2022</td><td>Executive Officer, General Manager of Sales Division, General Manager of Sales Department, and Manager of Business Promotion Section</td></tr>
<tr><td>July 2022</td><td>Executive Officer, General Manager of Sales Division, and General Manager of Sales Department</td></tr>
<tr><td>Sept. 2023</td><td>Executive Director, General Manager of Sales Division, and General Manager of Sales Department (current position)</td></tr>
<tr><td>Sept. 2024</td><td>Director of S&S COMPONENTS CO., LTD. (current position)</td></tr>
<tr><td colspan="4">Significant concurrent positions outside the Company
Director of S&S COMPONENTS CO., LTD.</td></tr>
<tr><td colspan="4">Reasons for election
The Company has elected Yoshiaki Nakajima as a candidate for Director because he has assisted the President as an Executive Officer since May 2021 and has contributed to the enhancement of the corporate value of the Company and its group companies as an expert in the sales department. Due to his track record, capabilities, and abundant experience, as well as his remarkable personality and insights, the Company proposes his continued election as Director.</td></tr>
<tr><td colspan="4">Relationship of special interest in the Company
There is no special interest between the Company and Yoshiaki Nakajima.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)
Gender</th><th>Career summary, and position and responsibility in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="4">5</td><td>Atsuo Kurashima
(January 4, 1971)
Male</td><td>Apr. 1992 Joined the Company
Jan. 2003 Manager of Technical Section, Mold Manufacturing Department
Jan. 2006 Manager of Parts Sales Section II, Sales Department
Jan. 2016 General Manager of Sales Department
Sept. 2017 Executive Officer and General Manager of Sales Division
Sept. 2019 Executive Officer and General Manager of Parts Manufacturing Department
July 2023 Executive Officer, General Manager of Technical Development Division, and General Manager of Technical Development Department
Sept. 2024 Executive Director, General Manager of Technical Development Division, and General Manager of Technical Development Department (current position)
Sept. 2024 Director of PT. SUGINDO INTERNATIONAL (current position)</td><td>14,100 shares</td></tr>
<tr><td colspan="3">Significant concurrent positions outside the Company
Director of PT. SUGINDO INTERNATIONAL</td></tr>
<tr><td colspan="3">Reasons for election
The Company has elected Atsuo Kurashima as a candidate for Director because he has assisted the President as an Executive Officer since September 2017 and has become well-versed in a wide range of operations such as in sales, manufacturing, and technical development departments, thereby contributing to the enhancement of the corporate value of the Company and its group companies. Due to his track record, capabilities, and abundant experience, as well as his remarkable personality and insights, the Company proposes his continued election as Director.</td></tr>
<tr><td colspan="3">Relationship of special interest in the Company
There is no special interest between the Company and Atsuo Kurashima.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)
Gender</th><th colspan="2">Career summary, and position and responsibility in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="14">6</td><td rowspan="11">Kumiko Hinokuma
(November 23, 1970)
Female</td><td>Apr. 1993</td><td>Joined ALL NIPPON AIRWAYS CO., LTD.</td><td rowspan="11">300 shares</td></tr>
<tr><td>Aug. 1995</td><td>Resigned from ALL NIPPON AIRWAYS CO., LTD.</td></tr>
<tr><td>Feb. 2005</td><td>Joined Alpha Consulting Office, a Labor and Social Security Attorney Office</td></tr>
<tr><td>Nov. 2008</td><td>Resigned from Alpha Consulting Office</td></tr>
<tr><td>Dec. 2008</td><td>Joined Inoshita Labor Planning Office, a Labor and Social Security Attorney Office</td></tr>
<tr><td>Apr. 2009</td><td>Resigned from Inoshita Labor Planning Office</td></tr>
<tr><td>July 2009</td><td>Head of Hinokuma Labor and Social Security Attorney Office</td></tr>
<tr><td>May 2019</td><td>Representative Partner of Todoroki Labor and Social Security Attorney Corporation (current position)</td></tr>
<tr><td>Sept. 2022</td><td>Outside Director of the Company (current position)</td></tr>
<tr><td>June 2025</td><td>Representative Director of Wellness HR Research Institute Co., Ltd. (current position)</td></tr>
<tr></tr>
<tr><td colspan="4">Significant concurrent positions outside the Company
Representative Partner of Todoroki Labor and Social Security Attorney Corporation
Representative Director of Wellness HR Research Institute Co., Ltd.</td></tr>
<tr><td colspan="4">Reasons for election and outline of expected roles
The Company has elected Kumiko Hinokuma as a candidate for outside Director because she possesses abundant knowledge of personnel and labor management, and based on this, she is expected to provide supervision and advice on the execution of business operations by the Company, especially from a professional perspective on labor management.</td></tr>
<tr><td colspan="4">Relationship of special interest in the Company
There is no special interest between the Company and Kumiko Hinokuma.</td></tr>
</table>

Notes:

1. Kumiko Hinokuma is a candidate for outside Director.
2. Kumiko Hinokuma is currently an outside Director of the Company, and at the conclusion of this meeting, her tenure as an outside Director will have been four years.
3. The Company has entered into an agreement with Kumiko Hinokuma to limit her liability for damages under Article 423, paragraph (1) of the Companies Act, pursuant to Article 427, paragraph (1) of the same Act. The maximum amount of liability for damages under such agreement is limited to the minimum liability amount provided for by laws and regulations. If the reelection of Kumiko Hinokuma is approved, the Company plans to continue the aforementioned agreement with her.
4. The Company has submitted notification to the Tokyo Stock Exchange that Kumiko Hinokuma has been designated as an independent officer as provided for by the aforementioned exchange. If her reelection is approved, the Company plans for her designation as an independent officer to continue.

Proposal No. 3 Revision to the Amount of Remuneration for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The amount of remuneration for the Company's Directors (excluding Directors who are Audit & Supervisory Committee Members) was approved at the 46th Annual General Meeting of Shareholders held on September 25, 2015, to be no more than ¥200 million per year, which remains in effect to date. Comprehensively taking into account various circumstances, including subsequent changes in economic conditions, and in order to maintain and strengthen an appropriate management and corporate governance systems going forward, as well as to secure and retain excellent personnel, the Company proposes to revise the amount of remuneration for Directors (excluding Directors who are Audit & Supervisory Committee Members) to no more than ¥400 million per year (including no more than ¥40 million for outside Directors). As in the past, the amount of remuneration for Directors (excluding Directors who are Audit & Supervisory Committee Members) shall not include the employee salary portion for Directors who concurrently serve as employees.

This proposal was decided by the Board of Directors following deliberations by the Nominating and Remuneration Committee, comprehensively considering factors such as the scale of the Company's business, the number of officers, the nature of their duties and responsibilities, and future trends. Therefore, the Company deems the content of the proposal to be appropriate.

The policy for deciding individual remuneration and other matters for the Company's Directors is as described in "2. Status of the Company, (3) Officers, (v) B. Policies, etc. on determination of officer remuneration, etc." of the Business Report.

The current number of Directors (excluding Directors who are Audit & Supervisory Committee Members) is six (including one outside Director). If Proposal No. 2 "Election of Six Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)" is approved as proposed, there will be no change in the number of eligible Directors.

In addition, the Audit & Supervisory Committee has given its opinion on this proposal that the content of the said remuneration and other matters is appropriate.