September 25, 2026

Note: This document has been translated from 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.

Notice Regarding the Disposal of Treasury Shares as Restricted Stock Compensation

The Company hereby announces that, at the Board of Directors meeting held today, it resolved to dispose of treasury shares (hereinafter referred to as “the Disposal of Treasury Shares”) as restricted stock compensation as described below.

1. Outline of the Disposal of Service-Based Restricted Stock

(1) Due date of payment	October 23, 2026
(2) Type and number of shares to be disposed of	Common stock in the Company; 7,933 shares
(3) Disposal price	5,240 yen per share
(4) Total disposal price	41,568,920 yen
(5) Allottees	4 directors (*1); 4,166 shares 13 executive officers (*2); 3,767 shares *1: Outside directors are excluded. *2: Including corporate officers.
(6) Others	Regarding the Disposal of Treasury Shares, the Company has submitted an extraordinary report pursuant to the Financial Instruments and Exchange Act.

2. Outline of the Disposal of ESG Performance-Based Restricted Stock

(1) Due date of payment	October 23, 2026
(2) Type and number of shares to be disposed of	Common stock in the Company; 3,744 shares
(3) Disposal price	5,240 yen per share
(4) Total disposal price	19,618,560 yen
(5) Allottees	4 directors (*1); 1,621 shares 12 executive officers (*2); 2,123 shares *1: Outside directors are excluded. *2: Corporate officers are excluded.
(6) Others	Regarding the Disposal of Treasury Shares, the Company has submitted an extraordinary report pursuant to the Financial Instruments and Exchange Act.

September 25, 2026

3. Outline of the Disposal of Performance-Based Restricted Stock

(1) Due date of payment	October 23, 2026
(2) Type and number of shares to be disposed of	Common stock in the Company; 150,300 shares
(3) Disposal price	5,240 yen per share
(4) Total disposal price	787,572,000 yen
(5) Allottees	4 directors (*1); 77,000 shares 14 executive officers (*2); 73,300 shares *1: Outside directors are excluded. *2: Including corporate officers.
(6) Others	Regarding the Disposal of Treasury Shares, the Company has submitted an extraordinary report pursuant to the Financial Instruments and Exchange Act.

4. Purpose and reason for the disposal

(1) Service-Based Restricted Stock

As mentioned in “Notice Regarding the Adoption of Restricted Stock Compensation Plan” dated August 17, 2020 (only available in Japanese), the Company has adopted a compensation system using Service-Based Restricted Stock (hereinafter referred to as the “Service-Based Stock Compensation Plan”) as a new compensation system for directors of the Company for the purposes of providing such directors (excluding outside directors) with an incentive to improve our medium/long-term corporate value and shareholder value in a sustainable manner and sharing value together with shareholders.
Furthermore, at the 51st Annual General Meeting of Shareholders held on September 24, 2020, shareholders approved some proposals, including: (1) Directors of the Company shall be provided with monetary compensation claims of up to 90 million yen per year as assets contributed in kind for the provision of Service-Based Restricted Stock in addition to the existing monetary compensation based on the Service-Based Stock Compensation Plan; (2) The total number of shares of the Company’s common stock that will be issued or disposed of in accordance with the Service-Based Stock Compensation Plan shall be up to 15,000 per year; and (3) The transfer restriction period shall be from the date of issuance of Service-Based Restricted Stock to the date of the loss of the status as a director or the like specified by the Board of Directors.

The Company has adopted the same kind of stock-based compensation system as the Service-Based Stock Compensation Plan for executive officers of the Company.

Accordingly, at the Board of Directors meeting held today, the Company has resolved to dispose of 7,933 shares of the Company’s common stock in exchange for monetary compensation claims totaling 41,568,920 yen for 4 directors and 13 executive officers (hereinafter referred to as “the Subject Executives A”) of the Company, while considering the purpose of the Service-Based Stock Compensation Plan, the scope of duties of each of the Subject Executives A, and other circumstances.

September 25, 2026

<Outline of the Restricted Stock Allocation Agreement>

For the Disposal of Service-Based Restricted Stock, the Company and each of the Subject Executives A will conclude a Restricted Stock Allocation Agreement, as briefly described below.

① Transfer restriction period

The Subject Executives A shall not transfer, pledge, or dispose of in any other way the allocated shares (hereinafter referred to as “the Allocated Shares α”) during the period from October 23, 2026 (hereinafter referred to as “the Due Date of Payment”) to the date of resignation as a director or an executive officer of the Company or termination of employment as an employee of the Company (hereinafter referred to as “the Transfer Restriction Period A”).

② Conditions for lifting the restriction on transfer

The restriction on transfer of all the Allocated Shares α will be lifted at the time of expiration of the Transfer Restriction Period A, under the condition that the Subject Executives A continuously hold a position as a director, an executive officer, or an employee of the Company during the period from the conclusion of the annual general meeting of shareholders of the Company immediately preceding the Due Date of Payment to the conclusion of the annual general meeting of shareholders of the Company for the fiscal year ending June 30, 2027 (hereinafter referred to as “the Service Period”). However, if any of the Subject Executives A ceases to hold all positions as a director or an executive officer of the Company or terminates his/her employment as an employee of the Company during the Service Period due to the expiration of his/her term, mandatory retirement, or for any other reason considered justifiable by the Board of Directors of the Company, it will lift the restriction on transfer, at the time of expiration of the Transfer Restriction Period A, of the Allocated Shares α whose number is calculated by multiplying the number of months from the month following the month including the date of start of the Service Period to the month including the date of such resignation or termination of employment, divided by 12, by the number of the Allocated Shares α (any fraction of less than one share resulting from the calculation will be rounded down). In addition, if any of the Subject Executives A ceases to hold all positions as a director or an executive officer of the Company or terminates his/her employment as an employee of the Company due to death during the Service Period, the restriction on transfer of all the shares that satisfy the conditions for lifting the restriction on transfer under this item ② will be lifted immediately after it is determined that the Allocated Shares α belong solely to one person who is either the spouse or a first-degree relative of the Subject Executive A among his/her statutory heirs (hereinafter referred to as “the Successor by Inheritance”).

③ Acquisition by the Company without consideration

If any of the Subject Executives A ceases to hold all positions as a director or an executive officer of the Company or terminates his/her employment as an employee of the Company during the Service Period, the Company will automatically acquire the Allocated Shares α without charge, except where such resignation or termination of employment is due to the expiration of his/her term or for any other reason considered justifiable by the Board of Directors of the Company. In addition, the Company will automatically acquire the Allocated Shares α whose transfer restriction is still effective at the time of expiration of the Transfer Restriction Period A without charge.

④ Management of shares

The Allocated Shares α shall be managed in a dedicated account for restricted stock opened by each of the Subject Executives A with Daiwa Securities Co., Ltd. during the Transfer Restriction

Period A, so that the transfer, pledge, or any other disposal of said shares cannot be conducted during the Transfer Restriction Period A.

⑤ Handling in case of organizational restructuring, etc.

If a contract for a merger through which the Company would dissolve, a contract or plan for share exchange through which the Company would become a fully owned subsidiary, or any other item regarding organizational restructuring is approved at a general meeting of shareholders of the Company (or the Board of Directors meeting of the Company in a case where it is unnecessary to obtain an approval at a general meeting of shareholders of the Company regarding said organizational restructuring or the like) during the Transfer Restriction Period A, the Company will lift the restriction on transfer of the Allocated Shares α whose number is calculated by multiplying the number of months from the month following the month including the date of start of the Service Period to the month including the date of approval of organizational restructuring, etc. divided by 12 (or 1 if the calculation result exceeds 1) by the number of the Allocated Shares α assumed to be held (any fraction of less than one share resulting from the calculation will be rounded down), just before the business day preceding the effective date of organizational restructuring or the like, based on the resolution by the Board of Directors.

(2) ESG Performance-Based Restricted Stock

As mentioned in “Notice Regarding Introduction of a Restricted Stock Compensation Plan Linked to the Achievement of ESG-Related Numerical Targets” dated August 18, 2025, the Company provided directors of the Company with an incentive to attain the numerical goals related to ESG set by the Company. In addition, the Company has adopted a compensation system using ESG Performance-Based Restricted Stock (hereinafter referred to as the “ESG Performance-Based Stock Compensation Plan”) as a new compensation system for directors of the Company, for the purpose of further sharing value with shareholders.

At the 56th Annual General Meeting of Shareholders held on September 26, 2025, shareholders approved the following proposals: (1) In accordance with the ESG Performance-Based Stock Compensation Plan, directors of the Company shall be provided with monetary compensation claims of up to 15 million yen per year as assets contributed in kind for the provision of ESG Performance-Based Restricted Stock in addition to the existing monetary compensation and the stock-based compensation in the Service-Based Stock Compensation Plan; (2) The total number of shares of the Company’s common stock that will be issued or disposed of in accordance with the ESG Performance-Based Stock Compensation Plan shall be up to 5,000 per year; and (3) The transfer restriction period shall be specified by the Board of Directors and shall be within 3 years from the date of issuance of ESG Performance-Based Restricted Stock, and the number of shares that will become transferable shall be determined according to the degree of achievement of numerical goals related to ESG as of the end of the transfer restriction period predetermined by the Company.

The Company has adopted the same kind of stock-based compensation system as the ESG Performance-Based Stock Compensation Plan for executive officers of the Company.

Accordingly, at the Board of Directors meeting held today, the Company has resolved to dispose of 3,744 shares of the Company’s common stock in exchange for monetary compensation claims totaling 19,618,560 yen for 4 directors and 12 executive officers (hereinafter referred to as “the Subject Executives B”) of the Company, while considering the purpose of the ESG Performance-Based Stock Compensation Plan, the scope of duties of each of the Subject Executives B, and other circumstances.

September 25, 2026

<Outline of the Restricted Stock Allocation Agreement>

For the Disposal of ESG Performance-Based Restricted Stock, the Company and each of the Subject Executives B will conclude a Restricted Stock Allocation Agreement, as briefly described below.

① Transfer restriction period

The Subject Executives B shall not transfer, pledge, or dispose of in any other way the allocated shares (hereinafter referred to as “the Allocated Shares β”) during the period from the Due Date of Payment to the conclusion of the annual general meeting of shareholders for the fiscal year ending June 30, 2029 (hereinafter referred to as “the Transfer Restriction Period B”).

② Conditions for lifting the restriction on transfer

If the Subject Executives B continuously hold a position as a director, an executive officer, or an employee of the Company during the Transfer Restriction Period B and the Company satisfies either or both of the following conditions (hereinafter referred to as “the Conditions B”): (i) The ratio of the number of employees who left the Company (excluding those who retired upon reaching the mandatory retirement age) during the period from July 1, 2028 to June 30, 2029 to the number of employees immediately before the end of June 30, 2029 is 15% or lower; and (ii) The ratio of female managers of the Company (as defined in the Company’s internal regulations) immediately before the end of June 30, 2029 is 9% or higher, the restriction on transfer of the following number of the Allocated Shares β will be lifted at the time of expiration of the Transfer Restriction Period B.

- If both (i) and (ii) are satisfied: All of the Allocated Shares β
- If either (i) or (ii) is satisfied: Half of the Allocated Shares β

In addition, if any of the Subject Executives B ceases to hold all positions as a director or an executive officer of the Company or terminates his/her employment as an employee of the Company due to death during the Transfer Restriction Period B, and either or both of the Conditions B have been satisfied at the time of such resignation or termination of employment, the restriction on transfer of all the shares that satisfy the conditions for lifting the restriction on transfer under this item ② will be lifted immediately after it is determined that the Allocated Shares β belong solely to the Successor by Inheritance.

③ Acquisition by the Company without consideration

If any of the Subject Executives B loses his/her position as a director, an executive officer, or an employee of the Company during the Transfer Restriction Period B, the Company will automatically acquire the Allocated Shares β without charge, except where such loss of position is due to the expiration of his/her term or for any other reason considered justifiable by the Board of Directors of the Company. In addition, the Company will automatically acquire the Allocated Shares β whose transfer restriction is still effective at the time of expiration of the Transfer Restriction Period B.

④ Management of shares

The Allocated Shares β shall be managed in a dedicated account for restricted stock opened by each of the Subject Executives B with Daiwa Securities Co., Ltd. during the Transfer Restriction Period B, so that the transfer, pledge, or any other disposal of said shares cannot be conducted during the Transfer Restriction Period B.

⑤ Handling in case of organizational restructuring, etc.
If a merger agreement under which the Company would become the disappearing company, a share exchange agreement under which the Company would become a wholly owned subsidiary, a share transfer plan, or any other matter relating to organizational restructuring or the like is approved at a general meeting of shareholders of the Company (or by the Board of Directors of the Company where approval at a general meeting of shareholders is not required for such organizational restructuring or the like) during the Transfer Restriction Period B, the Company will, by resolution of the Board of Directors, lift the transfer restrictions on the number of Allocated Shares β calculated by multiplying the number of Allocated Shares β by the number obtained by dividing by 36 the number of months from October 2026 through the month that includes the effective date of the organizational restructuring or the like (or 1 if the calculation result exceeds 1), with any fraction of less than one share rounded down, immediately before the business day preceding the effective date of the organizational restructuring or the like.

(3) Performance-Based Restricted Stock

As announced in the "Notice Regarding the Introduction of a Performance-Linked Restricted Stock Compensation Plan" dated August 21, 2026, the Company has adopted a compensation system using Performance-Based Restricted Stock (hereinafter referred to as the “Performance-Based Stock Compensation Plan”) as a new compensation system for directors of the Company for the purposes of providing such directors with an incentive to achieve the performance targets set by the Company, further sharing value with shareholders, and retaining outstanding talent. Furthermore, at the 57th Annual General Meeting of Shareholders held today, shareholders approved some proposals, including: (1) Directors of the Company shall be provided with monetary compensation claims of up to 1,000 million yen per year as assets contributed in kind for the provision of Performance-Based Restricted Stock in addition to the existing monetary compensation based on the Performance-Based Stock Compensation Plan; (2) The total number of common shares in the Company that will be issued or disposed of in accordance with the Performance-Based Stock Compensation Plan shall be up to 160,000 per year (provided, however, that if a stock split (including a gratis allocation of common shares in the Company), a share consolidation, or any other event requiring an adjustment to the total number of common shares in the Company to be issued or disposed of as restricted stock occurs, such total number shall be adjusted within a reasonable range); and (3) The transfer restriction period shall be from the date of issuance of Performance-Based Restricted Stock to September 30, 2030.

The Company has adopted the same kind of stock-based compensation system as the Performance-Based Stock Compensation Plan for executive officers of the Company (including corporate officers; the same shall apply hereinafter in this subsection (3)). Accordingly, at the Board of Directors meeting held today, the Company has resolved to dispose of 150,300 common shares in the Company in exchange for monetary compensation claims totaling 787,572,000 yen for 4 directors and 14 executive officers (hereinafter referred to as “the Subject Executives C”) of the Company, while considering the purpose of the Performance-Based Stock Compensation Plan, the scope of duties of each of the Subject Executives C, and other circumstances.

<Outline of the Restricted Stock Allocation Agreement>

September 25, 2026

For the Disposal of Performance-Based Restricted Stock, the Company and each of the Subject Executives C will conclude a Restricted Stock Allocation Agreement, as briefly described below.

① Transfer restriction period

The Subject Executives C shall not transfer, pledge, or dispose of in any other way the allocated shares (hereinafter referred to as “the Allocated Shares γ”) during the period from the Due Date of Payment to September 30, 2030 (hereinafter referred to as “the Transfer Restriction Period C”).

② Conditions for lifting the restriction on transfer

The restriction on transfer of all the Allocated Shares γ will be lifted at the time of expiration of the Transfer Restriction Period C, under the conditions that the Subject Executives C continuously hold a position as a director, an executive officer, or an employee of the Company during the Transfer Restriction Period C and that net sales stated in the consolidated statement of income in the Company’s Annual Securities Report for any of the fiscal years ending June 30, 2028 through June 30, 2030 exceed 220,000 million yen (hereinafter referred to as “the Condition C”). However, if any of the Subject Executives C ceases to hold all positions as a director or an executive officer of the Company or terminates his/her employment as an employee of the Company before the expiration of the Transfer Restriction Period C for any reason considered justifiable by the Board of Directors of the Company, provisions may be established to reasonably adjust, as necessary, the number of the Allocated Shares γ whose transfer restriction will be lifted and the timing of such lifting. In addition, if any of the Subject Executives C ceases to hold all positions as a director or an executive officer of the Company or terminates his/her employment as an employee of the Company due to death during the period from July 1, 2030 to September 30, 2030, and the Condition C has been satisfied at the time of such resignation or termination of employment, the restriction on transfer of all the shares that satisfy the conditions for lifting the restriction on transfer under this item ② will be lifted immediately after it is determined that the Allocated Shares γ belong solely to the Successor by Inheritance.

③ Acquisition by the Company without consideration

If any of the Subject Executives C ceases to hold all positions as a director or an executive officer of the Company or terminates his/her employment as an employee of the Company during the Transfer Restriction Period C, the Company will automatically acquire the Allocated Shares γ without charge, except where such resignation or termination of employment is due to the expiration of his/her term or for any other reason considered justifiable by the Board of Directors of the Company. In addition, the Company will automatically acquire the Allocated Shares γ whose transfer restriction is still effective at the time of expiration of the Transfer Restriction Period C without charge.

④ Management of shares

The Allocated Shares γ shall be managed in a dedicated account for restricted stock opened by each of the Subject Executives C with Daiwa Securities Co., Ltd. during the Transfer Restriction Period C, so that the transfer, pledge, or any other disposal of said shares cannot be conducted during the Transfer Restriction Period C.

⑤ Handling in case of organizational restructuring, etc.

If a merger agreement under which the Company would become the disappearing company, a share exchange agreement under which the Company would become a wholly owned subsidiary, a share transfer plan, or any other matter relating to organizational restructuring or the like is approved at a general meeting of shareholders of the Company (or by the Board of Directors of the Company where approval at a general meeting of shareholders is not required for such organizational restructuring or the like) during the Transfer Restriction Period C, the Company will, by resolution of the Board of

Directors, lift the transfer restrictions on the number of Allocated Shares γ calculated by multiplying the number of Allocated Shares γ by the number obtained by dividing by 48 the number of months from October 2026 through the month that includes the effective date of the organizational restructuring or the like (or 1 if the calculation result exceeds 1), with any fraction of less than one share rounded down, immediately before the business day preceding the effective date of the organizational restructuring or the like.

5. Grounds for calculating the amount to be paid and the details thereof

The Disposal of Treasury Shares will be conducted while the monetary compensation claims provided to the allottees in accordance with the compensation plan are used as assets contributed in kind, and the amount to be paid has been set at 5,240 yen per share, which is the closing price of shares of the Company's common stock at the Tokyo Stock Exchange on September 24, 2026 (the business day preceding the date of the resolution by the Board of Directors), so as to remove arbitrariness. This is the share price in the market just before the date of the resolution by the Board of Directors, and is considered as reasonable, as the corporate value of the Company is appropriately reflected in the amount unless there are special circumstances where the latest share price cannot be used for reference, and is not considered to constitute a particularly favorable issuance price for the allottees.