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(Securities Code: 3103)

June 4, 2026

To our shareholders:

Minoru Fujii,
Representative Director and President
UNITIKA LTD.
4-1-3 Kyutaro-machi, Chuo-ku, Osaka

Notice of the 216th Annual General Meeting of Shareholders

Notice is hereby given that the 216th Annual General Meeting of Shareholders (the “Meeting”) of UNITIKA LTD. (the “Company”) will be held as set forth 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. (items 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 either of the websites to view the information.

The Company’s website:

<https://www.unitika.co.jp> (in Japanese)

From the above website, select “Investor Relations,” and then “General Meeting of Shareholders.”

Website for posted informational materials for the general meeting of shareholders:

<https://d.sokai.jp/3103/teiji/> (in Japanese)

If you are unable to attend the Meeting in person, you can exercise your voting rights via the internet or via postal mail. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting right before Thursday, June 25, 2026, at 6:00 p.m. (JST).

[Exercise of voting rights via the internet]

Please access the website for the exercise of voting rights (<https://evote.tr.mufg.jp/>) (in Japanese) designated by the Company, enter your approval or disapproval of the proposals by the exercise deadline provided on page 1.

[Exercise of voting rights via postal mail]

Please indicate your approval or disapproval of the proposals on the voting form, and return it so that your vote is received by the exercise deadline provided on page 1.

- 1. Date and Time:** Friday, June 26, 2026, at 10:00 a.m. (JST) (Doors open at 9:00 a.m.)
- 2. Venue:** 2-5-8 Bingo-machi, Chuo-ku, Osaka
Large meeting room, New building 7F, Nihon mengyo Club (Mengyo Kaikan)

3. Purpose of the Meeting

Matters to be reported

1. The Business Report and the Consolidated Financial Statements for the 216th fiscal year (from April 1, 2025 to March 31, 2026), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
2. The Non-consolidated Financial Statements for the 216th 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 Eight (8) Directors

Proposal No. 3: Election of One (1) Audit & Supervisory Board Member

4. Matters relating to Exercise of Voting Rights

- (1) When exercising your voting rights via postal mail, where approval or disapproval of a given proposal is not indicated, the vote will be handled as if approval was indicated.
 - (2) Please note that your voting via the internet shall prevail, if you exercise your voting rights both via the internet and via postal mail.
 - (3) If you exercise your voting rights more than once via the internet, only the last vote shall be deemed effective.
- ◎ When you attend the Meeting in person, you are kindly requested to present the voting form at the reception.
- ◎ If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the websites provided on page 1.
- ◎ Paper-based documents stating electronic provision measures items are sent to shareholders who have requested the delivery of paper-based documents, however those documents do not include the following items pursuant to the provisions of laws and regulations and the Company's Articles of Incorporation.
- i) "Overview of System to Ensure the Suitability of Operations and Operating Conditions of the System" in the Business Report
 - ii) "Consolidated Statements of Changes in Net Assets" and "Notes on Consolidated Financial Statements" in the Consolidated Financial Statements
 - iii) "Statement of Changes in Shareholders' Equity" and "Notes on Non-consolidated Financial Statements" in the Financial Statements

Therefore, the Business Report, Consolidated Financial Statements, and Financial Statements are part of the documents included in the scope of audits by the Financial Auditor in preparing the Financial Audit Report and by the Audit & Supervisory Board Members in preparing the Audit Report.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

With the support of Regional Economy Vitalization Corporation of Japan and our financial institutions, the Group is currently implementing the business revitalization plan announced on November 28, 2024, and the revitalization process is still ongoing.

For this reason, the Group has regretfully made the decision not to pay dividends for common shares. Dividends will be paid for preferred shares according to the calculation method prescribed at the time of issuance.

The payment of dividends for preferred shares will be carried out as follows, with other retained earnings as the source.

- (1) Type of dividend property
To be paid in cash.
- (2) Allotment of dividend property and their aggregate amount
Class C Shares ¥2.27 per share Total amount: ¥262,195,442
- (3) Effective date of dividends of surplus
June 29, 2026

Proposal No. 2: Election of Eight (8) Directors

At the conclusion of this meeting, the terms of office of eight Directors will expire. Therefore, the Company proposes the election of eight Directors (including two outside Directors).

The candidates for Director are as follows:

Candidate No.	Name	Position and responsibility in the Company	Attendance at Board of Directors meetings
1	Minoru Fujii <u>Reelection</u>	Representative Director and President, Chief Executive Officer Officer in charge of Audit and Supervisory Office, and Department of Technological Control	100% (19/19)
2	Eiji Kobayashi <u>Reelection</u>	Director, Managing Executive Officer Officer in charge of Fibers and Textiles Segment, Corporate Planning Department, Investor Relations and Corporate Communications Office, Advanced Materials Division, and Corporate Relations Office	100% (19/19)
3	Shuichi Misu <u>Reelection</u>	Director, Managing Executive Officer Officer in charge of Accounting Department, Legal and Compliance Department, and Information Systems Department	100% (19/19)
4	Shinji Fujimoto <u>Reelection</u>	Director, Managing Executive Officer Officer in charge of Polymers Segment, Glass Fibers Division, Activated Carbon Fibers Division, Glass Beads, Procurement and Logistics Department, and Global Planning Office	100% (19/19)
5	Shinsuke Nakano <u>New</u>	Full-time Audit & Supervisory Board Member	100% (19/19) Note:
6	Hisami Kashiwagi <u>Reelection</u>	Representative Director and Vice President, Executive Officer Officer in charge of Structural Reform Promotion Office, and Human Resources and General Affairs Department	100% (19/19)
7	Kazuaki Hakomori <u>New</u> <u>Outside</u> <u>Independent</u>	-	-

Candidate No.	Name	Position and responsibility in the Company	Attendance at Board of Directors meetings
8	Keiko Horino Reelection Outside Independent	Outside Director	94% (18/19)

Note: Attendance at Board of Directors meetings as Audit & Supervisory Board Member

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
1	Minoru Fujii (September 8, 1961) <u>Reelection</u>	Apr. 1987 Joined the Company Apr. 2025 Representative Director and President, Chief Executive Officer (incumbent) [Current Responsibility] Officer in charge of Audit and Supervisory Office, and Department of Technological Control	18,102
<p><u>Reasons for nomination as candidate for Director</u></p> <p>Minoru Fujii previously held roles responsible for manufacturing in the Fibers and Textiles Business and the Glass Fibers Business. As General Manager of the Glass Fibers Business Department and the Chief Officer of the Technology and Production Division, he has played a central role in the operation of the Company's business. During the first year of the business revitalization plan, he worked to optimize production systems and strengthen our technological foundation in light of changes in the business environment, from a standpoint of overseeing the overall technology development and production management. He also took the lead in promoting the Company's restructuring and reform and assumed responsibility for the administration of the Company's management and operations.</p> <p>He has successfully executed the first year of the business revitalization plan as President and played a vital role in advancing the Company's management and its restructuring and reform. Based on this track record as well as the expertise and experience he has accumulated to date, the Company has nominated him as a candidate for reelection because it expects him to continue to fulfill an important role as Director in the enhancement of the Group's corporate value by overseeing the Company's overall business operations and further driving restructuring and reform.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
2	Eiji Kobayashi (November 28, 1981) Reelection	<p>Apr. 2004 Joined Shoko Chukin Bank (currently The Shoko Chukin Bank, Ltd.)</p> <p>May 2007 Joined RISA Partners, Inc.</p> <p>Jan. 2010 Joined Gordon Brothers Japan Co.,Ltd.</p> <p>Apr. 2013 Joined Deloitte Tohmatsu Financial Advisory Co., Ltd. (currently Deloitte Tohmatsu Financial Advisory LLC)</p> <p>Sep. 2014 Joined Regional Economy Vitalization Corporation of Japan</p> <p>Oct. 2018 Joined IDERA Capital Management Ltd.</p> <p>May 2019 Joined The Shoko Chukin Bank, Ltd.</p> <p>Oct. 2020 Joined Regional Economy Vitalization Corporation of Japan</p> <p>Apr. 2022 Director of Regional Economy Vitalization Corporation of Japan</p> <p>Apr. 2025 Director, Managing Executive Officer of the Company (incumbent)</p> <p>June 2025 Senior Director of Regional Economy Vitalization Corporation of Japan (incumbent)</p> <p>[Current Responsibility] Officer in charge of Fibers and Textiles Segment, Corporate Planning Department, Investor Relations and Corporate Communications Office, Advanced Materials Division, and Corporate Relations Office</p> <p>[Significant concurrent positions outside the Company] Senior Director of Regional Economy Vitalization Corporation of Japan</p>	0
<p><u>Reasons for nomination as candidate for Director</u></p> <p>In addition to his specialized knowledge and business experience related to banking and finance, Eiji Kobayashi has ample experience and extensive expertise as a specialist in corporate revitalization. During the first year of the business revitalization plan, as Director, Managing Executive Officer, he was in charge of Fibers and Textiles Segment, as well as Corporate Planning Department, Investor Relations and Corporate Communications Office, Advanced Materials Division, and Corporate Relations Office, and worked to promote management initiatives tailored to the characteristics of each business and function. In Fibers and Textiles Segment in particular, in light of changes in the business environment, he has led structural reforms, including the withdrawal from unprofitable businesses, and has been steadily working to overhaul our business structure and improve profitability.</p> <p>Based on the experience and expertise he has accumulated to date, as well as his performance over the past year as Director, Managing Executive Officer, the Company has nominated him as a candidate for reelection because it expects him to continue to fulfill an important role as Director in enhancing the Group's corporate value by driving restructuring and reform, including business management.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
3	Shuichi Misu (March 18, 1969) <u>Reelection</u>	<p>Apr. 1991 Joined The Sanwa Bank, Limited (currently MUFG Bank, Ltd.)</p> <p>May 2019 General Manager of Credit Administrative Division of Mitsubishi UFJ NICOS Co., Ltd.</p> <p>June 2021 Executive Officer, Deputy General Manager of Business Planning Division of Mitsubishi UFJ NICOS Co., Ltd.</p> <p>July 2023 Executive Officer, Deputy General Manager of Business Planning Division, in charge of Corporate Examination Department and General Manager of Corporate Examination Department of Mitsubishi UFJ NICOS Co., Ltd.</p> <p>Apr. 2024 Joined the Company Executive Officer</p> <p>Apr. 2025 Director, Managing Executive Officer (incumbent)</p> <p>[Current Responsibility] Officer in charge of Accounting Department, Legal and Compliance Department, and Information Systems Department</p>	5,322
<p><u>Reasons for nomination as candidate for Director</u></p> <p>Shuichi Misu possesses professional expertise and experience in finance and accounting gained at a major financial institution, as well as extensive experience and insights from working overseas. During the first year of the business revitalization plan, as Director, Managing Executive Officer, he oversaw Accounting Department, Legal and Compliance Department, and Information Systems Department. He worked to strengthen the Group's overall management control framework, as well as its internal control and compliance systems. Through the stabilization of our financial foundation, the enhancement of management functions, and the strengthening of governance, he played a key role in advancing the Company's management initiatives. Based on the expertise and experience he has accumulated over the years, as well as his performance during his first year as Director, Managing Executive Officer, the Company has nominated him as a candidate for reelection because it expects him to continue to fulfill a key role as Director in the sustainable enhancement of the Group's corporate value not only through his oversight of management but also through his involvement in overall corporate management, with a focus on accounting, finance, and legal compliance.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
4	Shinji Fujimoto (May 12, 1976) <u>Reelection</u>	Apr. 2007 Joined Arthur D. Little Japan, Inc. July 2011 Joined Fuji Xerox Co., Ltd. (currently FUJIFILM Business Innovation Corp.) Mar. 2016 Joined PwC Advisory LLC Apr. 2019 Joined Japan Investment Adviser Co., Ltd. Sep. 2020 Joined Regional Economy Vitalization Corporation of Japan June 2024 Senior Director of Regional Economy Vitalization Corporation of Japan (incumbent) Apr. 2025 Director, Managing Executive Officer of the Company (incumbent) [Current Responsibility] Officer in charge of Polymers Segment, Glass Fibers Division, Activated Carbon Fibers Division, Glass Beads, Procurement and Logistics Department, and Global Planning Office [Significant concurrent positions outside the Company] Senior Director of Regional Economy Vitalization Corporation of Japan	0
<u>Reasons for nomination as candidate for Director</u> Shinji Fujimoto has ample experience and extensive expertise in relation to business promotion, management improvement of global companies, etc. as an expert in corporate revitalization. During the first year of the business revitalization plan, as Director, Managing Executive Officer, he oversaw Polymers Segment, Glass Fibers Division, Activated Carbon Fibers Division, and Glass Beads, as well as Procurement and Logistics Department and Global Planning Office and focused on strengthening business operations and management in accordance with the specific characteristics of each business unit and function. At the same time, he has focused on advancing our growth strategy, including expanding sales of high-value-added products in our continuing operations, and has steadily contributed to strengthening our business foundation. Based on the experience and expertise he has accumulated to date, as well as his track record of achievements in these initiatives as Director, Managing Executive Officer, the Company has nominated him as a candidate for reelection because it expects him to continue to fulfill an important role as Director in enhancing the Group's corporate value by driving restructuring and reform, as well as strengthening business management and operations.			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
5	Shinsuke Nakano (January 31, 1985) <div style="border: 1px solid black; display: inline-block; padding: 2px;">New</div>	Apr. 2009 Joined Resona Bank, Limited Apr. 2012 Joined Deloitte Touche Tohmatsu LLC May 2016 Registered as Certified Public Accountant Oct. 2017 Seconded to Deloitte Tohmatsu Financial Advisory LLC Jan. 2021 Joined Regional Economy Vitalization Corporation of Japan June 2023 Senior Manager of Regional Economy Vitalization Corporation of Japan (incumbent) Apr. 2025 Full-time Audit & Supervisory Board Member of the Company (incumbent) [Significant concurrent positions outside the Company] Senior Manager of Regional Economy Vitalization Corporation of Japan	0
<p><u>Reasons for nomination as candidate for Director</u></p> <p>Shinsuke Nakano is a Certified Public Accountant engaging in auditing listed and other companies. He also possesses a high level of expertise in relation to finance, accounting, and business management including providing investment and management guidance to companies.</p> <p>Since April 2025, as a Full-time Audit & Supervisory Board Member of the Company, he has played a key role in strengthening the Company's management foundation by making recommendations regarding the enhancement of internal control assessments, the development of risk management systems, and improvements to corporate governance, from a viewpoint of a Full-time Audit & Supervisory Board Member.</p> <p>Based on his extensive experience and expertise, as well as his track record as a Full-time Audit & Supervisory Board Member, the Company has nominated him as a candidate for election because it expects him to fulfill a vital role as Director in enhancing the Group's corporate value by participating in management with a focus on finance and administration.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
6	Hisami Kashiwagi (October 27, 1977) <u>Reelection</u>	<p>Apr. 2000 Joined Daiwa Securities Co. Ltd.</p> <p>Feb. 2010 Joined Enterprise Turnaround Initiative Corporation of Japan (currently Regional Economy Vitalization Corporation of Japan)</p> <p>Aug. 2011 Executive Officer, General Manager of Production Distribution Division of YAMAGIWA Corporation</p> <p>Oct. 2015 Director, General Manager of Business Administration Division of Kabenoana Co., Ltd.</p> <p>Jan. 2018 Managing Director of Regional Economy Vitalization Corporation of Japan</p> <p>Mar. 2019 Outside Director of SENSUKAI CO.,LTD.</p> <p>Sep. 2021 Outside Director of Iwai Co., Ltd.</p> <p>Dec. 2021 Executive Officer, Managing Director of Regional Economy Vitalization Corporation of Japan (incumbent)</p> <p>Apr. 2025 Representative Director and Vice President, Executive Officer (incumbent)</p> <p>[Current Responsibility] Officer in charge of Structural Reform Promotion Office, and Human Resources and General Affairs Department</p> <p>[Significant concurrent positions outside the Company] Executive Officer, Managing Director of Regional Economy Vitalization Corporation of Japan</p>	0
<p><u>Reasons for nomination as candidate for Director</u></p> <p>Hisami Kashiwagi has served as a director, etc. of numerous companies and other positions as a specialist in corporate revitalization, and has a wide range of experience and a high level of expertise.</p> <p>During the first year of the business revitalization plan, as Representative Director and Vice President, Executive Officer, he oversaw and managed the Structural Reform Promotion Office, taking a leading role in driving restructuring and reform while making significant contributions to the reorganization of the management system as well as the strengthening of the Company's business foundation.</p> <p>Based on the experience and expertise he has accumulated to date, as well as his track record as Representative Director and Vice President, Executive Officer, the Company has nominated him as a candidate for reelection because it expects him to continue to fulfill an important role in enhancing the Group's corporate value through a role focused on management oversight, where he will accurately monitor and verify the progress of the business revitalization plan while supervising management and providing advice on important matters.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
7	Kazuaki Hakomori (February 8, 1953) <div style="text-align: center;"> New Outside Independent </div>	Apr. 1980 Joined NAKAYAMA STEEL WORKS, LTD. June 2005 Director, General Manager of Production Technology Department in charge of Business Strategy Apr. 2009 Director in charge of Business Strategy, Quality Management, Product Development, and Steel Bars and Wire Rods June 2010 Director in charge of Rolling Department, Quality Management, and Product Development Feb. 2011 Director, Senior General Manager, Sales Division in charge of Product Development Nov. 2012 Director in charge of Sales and Amorphous Apr. 2013 Director in charge of Sales June 2013 Senior Managing Director, supervising Sales, Purchasing, Manufacturing, Safety and Disaster Prevention Environment Department, and Engineering; General Manager, Management Support Office June 2014 Senior Managing Director, supervising Sales, Purchasing, Manufacturing, Engineering, Safety and Disaster Prevention, and Environment Management Divisions June 2016 Senior Managing Director, supervising Sales, Purchasing, Manufacturing, and Engineering Divisions June 2017 Representative Director and President June 2025 Representative Director and Chairman (incumbent) [Significant concurrent positions outside the Company] Representative Director, Chairman of NAKAYAMA STEEL WORKS, LTD.	0
<p><u>Reasons for nomination as candidate for outside Director and outline of expected role</u></p> <p>Mr. Kazuaki Hakomori has spent many years at a steel manufacturer overseeing a wide range of areas, including business operations, manufacturing, sales, quality management, and product development. As Representative Director and President, and Representative Director and Chairman, he has played a central role in corporate management, dedicating himself to the advancement of the company's business structure and the enhancement of its corporate value. In addition to his specialized expertise in production technology and materials, he has extensive experience in formulating and executing business strategies, as well as in organizational management. The Company has nominated him as a candidate for election because it expects him to leverage his experience to fulfill an important role in providing appropriate management oversight and enhancing corporate value over the medium to long term in his capacity as an outside Director.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
8	Keiko Horino (August 13, 1981) (Name as shown on the family register: Keiko Okeyoshi) <u>Reelection</u> <u>Outside</u> <u>Independent</u>	Oct. 2005 Registered as attorney at law Joined Kitahama Partners L.P.C. (currently Kitahama Partners) Jan. 2013 Partner of Kitahama Partners Osaka Office (currently Kitahama Partners) (incumbent) May 2021 Outside Director of Medical Ikkou Group Co., LTD. (incumbent) Jan. 2023 Outside Director of O.B.System Inc. (incumbent) Apr. 2025 Outside Director of the Company (incumbent) [Significant concurrent positions outside the Company] Partner of Kitahama Partners Outside Director of Medical Ikkou Group Co., LTD. Outside Director of O.B.System Inc.	0
<p><u>Reasons for nomination as candidate for outside Director and outline of expected role</u></p> <p>In addition to extensive legal knowledge as an attorney, Keiko Horino has business experience and expertise in corporate revitalization. Since joining the Company as an outside Director in 2025, she has appropriately fulfilled her role as an outside Director by leveraging her professional expertise to oversee the company's management and offer recommendations at Board Meetings and other forums.</p> <p>She does not have experience in corporate management other than functioning as an outside director in the past. However, the Company has nominated her as a candidate for reelection because it expects her to continue to fulfill an important role in enhancing the Group's corporate value by leveraging the insight and experience she has demonstrated to date.</p>			

- Notes:
- All of the Company's shares owned by each candidate are common shares.
 - The number of the Company's shares owned includes each candidate's shareholding under the officer stock ownership association.
 - Eiji Kobayashi, Shinji Fujimoto, Shinsuke Nakano, and Hisami Kashiwagi concurrently serve as executives and employees of Regional Economy Vitalization Corporation of Japan, which has entered into the Investment Agreement with the Company as described above. There are no special interests between other candidates and the Company.
 - The positions and areas of responsibility of the four candidates Eiji Kobayashi, Shinji Fujimoto, Shinsuke Nakano, and Hisami Kashiwagi during their time as business executives at the Company's parent company, Regional Economy Vitalization Corporation of Japan, either currently or within the past 10 years, are presented in their career summaries.
 - Kazuaki Hakomori and Keiko Horino are candidates for outside Director.
 - The period of office of Keiko Horino as outside Director will be one year and two months at the close of this General Meeting of Shareholders.
 - Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act, the Company has entered into limited liability agreement with Shinsuke Nakano and Keiko Horino to limit the liability for damages under Article 423, paragraph 1 of the Act. The maximum liability amount under the said agreement shall be an amount provided for by Article 425, paragraph 1 of the Companies Act. If their reelection is approved, the Company plans to renew this agreement with them. If the appointment of Hisami Kashiwagi and Kazuaki Hakomori is approved, the Company plans to enter into a similar liability limitation agreement with them.
 - The Company has entered into a Directors and Officers liability insurance policy with an insurance company as provided for in Article 430-3, paragraph 1 of the Companies Act. The insured under the aforementioned policy are the Company's Directors, Audit & Supervisory Board Members, executive officers, and key management employees, and the insured are not responsible for the payment of the premiums. In the event that claims for damages are made against the insured due to an act (including nonfeasance) of the insured during the period of insurance, the policy provides coverage for damages, legal costs, and other losses for which the insured are liable. However, in order to ensure that appropriateness of the insureds' execution of duties would not be impaired, certain exclusions apply, such as coverage not being available in the event of damages arising from an act committed by the insured with the awareness that the act was in violation of laws and regulations. The candidates will be included as insureds in the said insurance policy. In addition, the Company plans to renew the policy with details of the same degree at the time of next renewal.
 - The Company has submitted notification to Tokyo Stock Exchange, Inc. that Keiko Horino has been designated as an independent officer as provided for by the aforementioned exchange. If the election of Kazuaki Hakomori is approved, the Company plans to submit notification to Tokyo Stock Exchange, Inc. concerning his designation as an independent officer as provided for by the aforementioned exchange.

Reference: If Proposal No. 2 is approved per the original draft, the composition of directors will be as follows:

Name	Position in the Company	Type	Gender	Skills and Experience						
				Corporate Management Corporate Planning	Sales Marketing	Finance Accounting	Legal Risk Management	R&D Manufacturing	Global	Sustainability Personnel and Human Resources Development
Minoru Fujii	Representative Director President, Chief Executive Officer	Full-time	Male	•	•			•		•
Eiji Kobayashi	Director Managing Executive Officer	Full-time	Male	•		•				
Shuichi Misu	Director Managing Executive Officer	Full-time	Male			•	•		•	
Shinji Fujimoto	Director Managing Executive Officer	Full-time	Male	•	•				•	
Shinsuke Nakano	Director Senior Executive Officer	Full-time	Male			•	•			
Hisami Kashiwagi	Director	Non-executive	Male	•		•				
Kazuaki Hakomori	Director	Outside Independent Non-executive	Male	•	•			•		•
Keiko Horino	Director	Outside Independent Non-executive	Female				•			

Note: The above list does not represent all the knowledge and experience of the directors.

Proposal No. 3: Election of One (1) Audit & Supervisory Board Member

At the conclusion of this meeting, Audit & Supervisory Board Member Shinsuke Nakano will resign. Therefore, the Company proposes the election of one Audit & Supervisory Board Member.

The Company has obtained the consent of the Audit & Supervisory Board for this proposal.

The candidate for Audit & Supervisory Board Member is as follows:

Name (Date of birth)	Career summary and position in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
<p style="text-align: center;">Atsushi Iwatou (May 1, 1970)</p> <p style="text-align: center;">New</p>	<p>Apr. 1993 Joined The Sanwa Bank, Limited (currently MUFG Bank, Ltd.)</p> <p>Jan. 2017 Branch Manager of Yao Branch</p> <p>Apr. 2019 Manager of the Credit Review Section of Credit Department (Osaka)</p> <p>Apr. 2020 Branch Manager, Wakayama Branch</p> <p>Apr. 2023 Joined the Company Acting General Manager of Corporate Planning Department</p> <p>Apr. 2025 Executive Officer, General Manager of Corporate Planning Department (incumbent)</p>	2,525

Reasons for nomination as candidate for Audit & Supervisory Board Member

In addition to the expertise in finance and management he acquired through many years of experience in the financial sector, since joining the Company, Atsushi Iwatou has been involved in corporate management planning in the Corporate Planning Department, and since April 2025, as Executive Officer and General Manager of the Corporate Planning Department, he has played a broad role in the Company's management through the formulation and progress monitoring of business plans, as well as addressing management challenges.

Based on the experience and expertise he has accumulated to date, as well as the role he has played at the core of our management as an Executive Officer, the Company has nominated him as a candidate for election because it expects him to be capable of effectively conducting audits and performing his duties as an Audit & Supervisory Board Member based on appropriate understanding across all aspects of management, business operations, and administrative functions.

- Notes:
1. There are no special interests between the candidate and the Company.
 2. Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act, the Company will enter into a limited liability agreement with Atsushi Iwatou to limit the liability for damages under Article 423, paragraph 1 of the Act in the event his election is approved. The maximum liability amount under the said agreement shall be an amount provided for by Article 425, paragraph 1 of the Companies Act.
 3. The Company has entered into a Directors and Officers liability insurance policy with an insurance company as provided for in Article 430-3, paragraph 1 of the Companies Act. The insured under the aforementioned policy are the Company's Directors, Audit & Supervisory Board Members, executive officers, and key management employees, and the insured are not responsible for the payment of the premiums. In the event that claims for damages are made against the insured due to an act (including nonfeasance) of the insured during the period of insurance, the policy provides coverage for damages, legal costs, and other losses for which the insured are liable. However, in order to ensure that appropriateness of the insureds' execution of duties would not be impaired, certain exclusions apply, such as coverage not being available in the event of damages arising from an act committed by the insured with the awareness that the act was in violation of laws and regulations. The candidate will be included as insureds in the said insurance policy. In addition, the Company plans to renew the policy with details of the same degree at the time of next renewal.