

Dear Esteemed Shareholders,

As we welcome the arrival of early summer, I extend my most heartfelt felicitations to all of our distinguished and sagacious shareholders, rejoicing in your continued peace and prosperity. I also wish to express my profound gratitude for your exceptional and unwavering patronage.

I am pleased to inform you that the 8th Ordinary General Meeting of Shareholders of Diamond Electric Holdings Co., Ltd. will be held on Friday, June 26, 2026. Ahead of the meeting, I hereby deliver this Notice of Convocation, and I would be most honored if you would kindly review the proposals scheduled for our agenda.

Amid the unprecedented and unparalleled simultaneous revitalization of two listed companies, plus one more, having sprinted through the darkest hours before dawn and now racing forward squarely toward the morning sun, I take no small measure of pride in what our Comrades* have achieved together: the advancement of [Project A] — ammonia combustion (with 100% ammonia) technology development, toward [to H] — hydrogen conversion; the launch of "EIBS No.8" = [Ebisu Hachi (known as "Ebi-Hachi")]; our unwavering commitment to [Customer Quality Requirements First] even in the midst of corporate revitalization; and our continued drive to bring about Innovation ≡ technological breakthroughs.

Precisely because of these achievements, and though it may sound somewhat like self-development, we must remind ourselves never to lose focus: just as mountaineers who, after finally spotting a mountain hut in the midst of a deadly winter storm, must not collapse in relief just ten steps away from safety, now is the time for us to remain absolutely vigilant. Guided by our medium- to long-term management plan, "Scrum of Fire," and our vision to "Contribute to the Improvement of the Global Environment by Connecting Cars and Homes through Manufacturing," we shall fulfill our role as a societal institution, contributing to our customers' growth and enrichment of society. To achieve this, our talented Comrades*, shining and sprinting across 26 locations and 14 factories in 10 countries worldwide, guided by the President's manufacturing policy: "GENBA, GENBA, GENBA. Do stand in their shoes, really do." We will charge forward relentlessly with all our body and soul, day and night, delivering continuous, fierce, and unceasing strikes as we fight and advance in our mission.

As we look forward to sharing our fruits in the approaching midsummer, we would like to extend our warmest wishes for the continued health and well-being of all our distinguished shareholders.

Once again, I humbly request your continued support through the unbreakable bond of our "Scrum of Fire," and ask for your invaluable guidance, encouragement, and patronage.

June 2026
President and CEO and Group CEO



***Comrades:** I intentionally call employees *Comrades* as they are far more than colleagues or teammates. Against all odds, we have stood by each other and now fight for our bright future.

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. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

Securities code 6699

Issue date: June 11, 2026

Start date of electronic provision measure: June 4, 2026

To Our Esteemed Shareholders,

1-15-27, Tsukamoto, Yodogawa-ku, Osaka, Japan

Diamond Electric Holdings Co., Ltd.

President and CEO and Group CEO ONO YuuRi

NOTICE OF CONVOCATION OF THE 8TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to inform you that the 8th Ordinary General Meeting of Shareholders of Diamond Electric Holdings Co., Ltd. (“the Company”) will be convened as outlined below.

In convening this General Meeting of Shareholders, the Company has adopted electronic provision measures, and the relevant matters are posted on the Company's website and the Tokyo Stock Exchange website. Please access either website to review the details.

Company’s website

<https://www.diaelec-hd.co.jp/ir/>



TSE Listed Company Search

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>



*Please enter and search the Issue name (company name) or securities code and select [Basic Information] and [Documents for public inspection/PR information].

Instead of attending the Meeting in person, voting rights may be exercised in advance either in writing (using the Voting Rights Exercise Form) or by electronic means (such as through the Internet).

Please review the Reference Documents for the General Meeting of Shareholders provided through the electronic provision measures and exercise your voting rights no later than 5:30 p.m. (JST) on Thursday, June 25, 2026.

1. **Date and Time:** Friday, June 26, 2026, 10 a.m. Japan time (Reception from 9:20 a.m.)

2. **Place:** 1-3-3 Nishi-Shinsaibashi, Chuo-ku, Osaka-shi, Osaka
Banquet Room “Kujaku”, 4F, Hotel Nikko Osaka

3. **Meeting Agenda:**

Matters to be reported:

1. Business Report, Consolidated Financial Statements, and the results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee for the 8th Fiscal Year (April 1, 2025 to March 31, 2026)
2. Report on the Non-consolidated Financial Statements for the 8th Fiscal Year (April 1, 2025 to March 31, 2026)

Regarding the handling of the matters to be reported, please refer to "Regarding the Holding of a Continuation of the 8th Ordinary General Meeting of Shareholders" on page 4.

Proposals to be resolved:

Proposal 1: Appropriation of Surplus

Proposal 2: Election of Five (5) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

Proposal 3: Election of One (1) Director Who Is an Audit and Supervisory Committee Member

Proposal 4: Election of One (1) Alternate Director (Excluding Directors Who Are Audit and Supervisory Committee Members)

Proposal 5: Election of One (1) Alternate Director Who Is an Audit and Supervisory Committee Member

Proposal 6: Partial Revision of the Performance-Linked Stock Compensation Plan for Eligible Directors, etc.

4. **Matters Determined upon Convening the Meeting:**

(1) 1. If a shareholder does not indicate approval or disapproval on the written form, the vote shall be deemed to have expressed approval and will be counted accordingly.

2. If voting rights are exercised both in writing and by electromagnetic means, the exercise of voting rights by electromagnetic means shall be deemed valid.

3. If voting rights are exercised multiple times by electromagnetic means, the last exercise shall be deemed valid.

(2) In accordance with applicable laws and regulations as well as Article 16 of the Company’s Articles of Incorporation, certain matters are omitted from the documents delivered in writing (available in Japanese only) to shareholders who have requested written delivery.

The omitted items are as follows:

Status of Assets and Profit and Loss / Issues to Be Addressed / Major Business Operations / Principal Offices and Facilities of the Corporate Group, etc. / Employee Information / Status of Major Lenders / Status of Shares

/ Status of Stock Acquisition Rights, etc. / Other Important Matters Concerning Stock Acquisition Rights, etc. / Matters Related to External Directors / Summary of Liability Limitation Agreements / Status of Accounting Auditor / System to Ensure the Appropriateness of Business Operations and Operation Status of the System / Basic Policy on Company Control / Policy on Determination of Dividends of Surplus, etc. / Consolidated Statement of Changes in Shareholders' Equity / Notes to Consolidated Financial Statements / Non-consolidated Statement of Changes in Shareholders' Equity / Notes to Non-consolidated Financial Statements / Accounting Auditor's Report on Consolidated Financial Statements / Accounting Auditor's Report on Non-consolidated Financial Statements / Audit Report of the Audit and Supervisory Committee

These documents form part of the materials audited by the Accounting Auditor and the Audit and Supervisory Committee in the preparation of their respective audit reports. Please note that the item numbers in the documents sent to you correspond to those in the electronic provision measures.

Regarding the handling of electronic provision measures, please refer to "Regarding the Holding of a Continuation of the 8th Ordinary General Meeting of Shareholders" on page 4.

- When you attend the Meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- If any revisions are made to the matters provided through the electronic provision measures, the updated information will be posted on the respective websites.
- The results of the resolutions passed at the Meeting will be posted on the Company's website after the conclusion of the Meeting, in lieu of sending a written notice. We appreciate your understanding in advance.

Should there be any significant changes to the operation of the Meeting due to future circumstances, such information will be announced on the Company's website.

Regarding the Holding of a Continuation of an Adjourned Meeting of the 8th Ordinary General Meeting of Shareholders

The Company had planned to report to shareholders at the 8th Ordinary General Meeting of Shareholders to be held on June 26, 2026 (the "General Meeting"), regarding the matters to be reported: "Business Report, Consolidated Financial Statements, and the results of audits of the Consolidated Financial Statements by the Accounting Auditor and Audit Reports of the Accounting Auditor and the Audit and Supervisory Committee on the 8th Fiscal Year (April 1, 2025 to March 31, 2026; hereinafter the "8th Fiscal Year")" and "Non-consolidated Financial Statements for the 8th Fiscal Year (collectively, the "8th Fiscal Year Financial Reports"), after completing the necessary procedures such as financial closing procedures and receiving the audit report from the Accounting Auditor.

However, because of internal control over financial reporting, primarily focusing on the Company's U.S. subsidiaries, is taking more time than anticipated, the audit procedures by the Company's Accounting Auditor have not been completed. Consequently, the Company has not yet received the audit report from the Accounting Auditor and is currently unable to provide the 8th Fiscal Year Financial Reports at the General Meeting.

In light of these circumstances, the Company plans to propose at the General Meeting that an adjourned meeting of the General Meeting (the "Adjourned Meeting") be held promptly upon the completion of financial closing procedures to present the 8th Fiscal Year Financial Reports, and that the determination of the date, time, and place of the Adjourned Meeting be delegated to the Board of Directors (the "Proposal"). Subject to the approval of the Proposal at the General Meeting, a separate convocation notice for the Adjourned Meeting will be sent to shareholders.

In addition, the 8th Fiscal Year Financial Reports will be provided to shareholders through electronic provision measures after the completion of the financial closing procedures and will also be attached to the convocation notice for the Adjourned Meeting. Therefore, please be aware that at this time, the Company's Consolidated Financial Statements, etc., are not posted on the respective websites mentioned above, nor are they attached to the Notice of Convocation for the Meeting.

As the Adjourned Meeting is part of the General Meetings, shareholders who are eligible to attend the Adjourned Meeting will be identical to those who are entitled to exercise their voting rights at the General Meeting.

- Date, time and Place:** Following the approval of the Proposal at this General Meeting, the date, time, and place will be announced promptly as soon as they are determined.
- Meeting Agenda:**
 - Matters to be reported:** 1. Business Report, Consolidated Financial Statements, and the results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee for the 8th Fiscal Year (April 1, 2025 to March 31, 2026)
 2. Report on the Non-consolidated Financial Statements for the 8th Fiscal Year (April 1, 2025 to March 31, 2026)

We sincerely apologize to our shareholders for the great inconvenience and concern this may cause.

Reference Documents for the General Meeting of Shareholders

Proposal 1: Appropriation of Surplus

The Company's basic policy on returning profits to shareholders is to maintain and enhance stable dividend payments by further strengthening its corporate structure and securing the internal reserves necessary for investment in future growth areas from a long-term perspective.

Based on the above basic policy and considering the full-year consolidated business results for the fiscal year ended March 2026, the Company has decided to set the year-end dividend for the current fiscal year as follows.

- (1) Type of dividend property
Cash
- (2) Matters concerning the allotment of dividend property to shareholders and the total amount thereof
JPY 12.50 per share of the Company's common stock
Total amount: JPY 145,601,550
- (3) Effective date of appropriation of surplus
June 29, 2026
- (4) Others
The dividend is planned to be paid out of retained earnings.

Proposal 2: Election of Five (5) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all four (4) Directors (excluding Directors who are Audit and Supervisory Committee Members; the same shall apply hereinafter in this proposal) will expire at the conclusion of this Meeting.

Accordingly, the Company proposes the election of five (5) Directors.

On this occasion, in order to further strengthen the Company's structure toward [Customer Quality Requirements First] as a manufacturing company, the Company proposes the election of Ms. Minayo Okamoto as a female candidate for Director is expected to further enhance the discussions at Board of Directors meetings.

The Audit and Supervisory Committee has given its prior consent to this proposal.

The candidates for Director are as follows:

Candidate No.		Name		Incumbent in the Company	Attendance of the Meetings of the Board of Directors
1	Re-elect.	ONO YuuRi		President and CEO and Group CEO	100% (18/18)
2	Re-elect.	YOSHIDA Takashi	External	Director	83% (15/18)
3	New	SUGIHARA Koichi	External	-	-
4	Re-elect.	OKAMOTO Gaku	External	Director	94% (17/18)
5	New	OKAMOTO Minayo		-	-

Career summary, positions and responsibilities at the Company

May	2005	President, YuuRism Consulting
Apr	2015	President and Representative Director, NST Corporation
Jun	2016	President and Representative Director, Diamond Electric Mfg. Co., Ltd.
Oct	2016	Representative Director and CEO (incumbent)
Jun	2017	President and CEO and Group CEO
Oct	2018	President and CEO and Group CEO, the Company (incumbent)
Jan	2019	President and CEO, Tabuchi Electric Co., Ltd. (current Diamond & Zebra Electric Mfg. Co., Ltd.) (incumbent)
Oct	2021	President and CEO, Zebra Denshi Co., Ltd. (incumbent)
May	2023	President and CEO, YuuRism Consulting and Asset Co., Ltd. (incumbent)
Jan	2025	President and CEO, Tamentai Jinzai Saitenka Hanten Kousei Co., Ltd. (incumbent)
Apr	2025	President and CEO, Diamond Craft Co., Ltd. (incumbent)

Significant Concurrent Positions

President and CEO, Diamond Electric Mfg. Co., Ltd. / President and CEO, Diamond & Zebra Electric Mfg. Co., Ltd.
 President & CEO, Zebra Electronics Co., Ltd. / Representative Director, YuuRism Consulting & Asset Co., Ltd.
 President and CEO, Tamentai Jinzai Saitenka Hanten Kousei Co. Ltd /President and CEO, Diamond Craft Co., Ltd.

Reasons for Nomination

As President and CEO, and Group CEO of the Company, Mr. Ono has dedicated himself body and soul, day and night, charging forward without rest for eleven years to drive "The Story of People's Rebirth"—the unprecedented, unparalleled simultaneous revitalization of two listed companies plus one, which spans from the revival and restoration of the former Diamond Electric to the rescue and integration of the former Tabuchi Electric and Craft Co.

The Company re-nominates him as a Director candidate, expecting his strong leadership, discipline, and dedication to further enhance corporate value and strengthen the governance structure of the Group. During the fiscal year under review, he continued to demonstrate exemplary leadership and top-level sales engagement, contributing to the enhancement of corporate value while maintaining the discipline and dedication necessary to strengthen corporate governance based on "finance and law." He remains passionately committed to the "Shacho's (President's) Audit," a key initiative in fostering enthusiasm and high morale among Comrades across the organization and in addressing geopolitical risks, including US tariffs and rare earth strategies, through sincere and careful two-way communication.

Furthermore, he practices resilient management in this turbulent era, rapidly launching business strategies taking geopolitical risks into account, based on the vision of "Contribute to the Improvement of the Global Environment by Connecting Cars and Homes through Manufacturing," guided by the policy: "GENBA, GENBA, GENBA. Do stand in their shoes, really do."

Special Interests between the Candidate for Director and the Company

There are no special interests between him and the Company.

Term of office as Director

He will have served for seven (7) years and eight (8) months at the conclusion of this Meeting.

*Including shares held through a management company.

2 YOSHIDA Takashi

Re-
elect. External

■ Date of birth	November 13, 1943
■ Number of the Company's shares owned	1,300 shares
■ Attendance of the Meetings of the Board of Directors	83% (15/18)

Career summary, positions and responsibilities at the Company

Apl	1966	Joined DAITO PRESS Mfg. Co., Ltd.
Dec	1966	Senior Managing Director
Jul	1974	President and Representative Director
May	2014	Chairperson and Representative Director
Jun	2016	Director, Diamond Electric Mfg. Co., Ltd.
Jun	2017	Director and Audit and Supervisory Committee Member
Oct	2018	Director and Audit and Supervisory Committee Member, the Company
May	2019	Director and Advisor, DAITO PRESS Mfg. Co., Ltd.
Jun	2020	Director, the Company (incumbent)
May	2021	Advisor, DAITO PRESS Mfg. Co., Ltd. (incumbent)

Significant Concurrent Positions

Advisor, DAITO PRESS Mfg. Co., Ltd. (incumbent)
Member of the Board, the Japan Auto Parts Industries Association
Advisor, OSAKA METAL STAMPING ASSOCIATION

Reasons for Nomination and Expected Roles

The Company re-nominates Mr. Yoshida as an External Director candidate, expecting him to leverage his extensive executive experience and broad industry insights to enrich the Company's management with specialized expertise and strategic managerial guidance.

During the fiscal year under review, he provided specific guidance on essential Group initiatives, including consideration of creating manuals to clarify operational procedures, etc. In addition, he has dedicated himself to realizing the Group's medium- to long-term management plan by strengthening governance; notably advising that the Board of Directors require progress reports on capital investments post-approval and tracking operational improvements following project implementation.

Special interests between the candidate for External Director and the Company

There are no special interests between him and the Company.

Term of office as External Director

He will have served for seven (7) years and eight (8) months at the conclusion of this Meeting.

3 SUGIHARA Koichi

New

External

- Date of birth
- Number of the Company's shares owned
- Attendance of the Meetings of the Board of Directors

May 11, 1956
0 shares

-

Career summary, positions and responsibilities at the Company

Apr	1980	Joined Toyota Motor Co., Ltd. (now Toyota Motor Corporation)
Jun	2009	Managing Officer Plant Manager, Kamigo Plant Plant Manager, Shimoyama Plant
Apr	2012	Deputy General Manager, Production Engineering Division
Apr	2013	General Manager, Unit Production Engineering Field
Jun	2013	Audit and Supervisory Board Member, Taiho Kogyo Co., Ltd.
Apr	2014	Standing Advisor
Jun	2014	Representative Director and Executive Vice President
Jun	2015	President and Representative Director, the company
Jun	2023	Senior Advisor (incumbent)
Oct	2025	Chairman, Toyota Chamber of Commerce and Industry (incumbent)

Significant Concurrent Positions

Chairman, Toyota Chamber of Commerce and Industry
Senior Advisor, Taiho Kogyo Co., Ltd.

Reasons for Nomination and Expected Roles

The Company nominates Mr. Koichi Sugihara as an External Director candidate, highly expecting him to leverage his distinctive presence, stellar career, and extensive practical experience—gained through years of manufacturing centered on production engineering at one of the world's leading automakers, alongside profound management insights cultivated as a plant manager, executive, and head of group operating companies—to greatly enhance our corporate value as a world-class power conversion manufacturing company that safely and reliably serves global customers.

This strategic nomination is vital for the Company, which champions "dedication to [Customer Quality Requirements First]" to "contribute to the development of customers through manufacturing" as encapsulated in our corporate philosophy.

Special interests between the candidate for External Director and the Company

There are no special interests between him and the Company.

4 OKAMOTO Gaku

Re-
elect. External

■ Date of birth	April 2, 1968
■ Number of the Company's shares owned	1,300 shares
■ Attendance of the Meetings of the Board of Directors	94% (17/18)

Career summary, positions and responsibilities at the Company

Apr	1996	Registered as an attorney at law Served at a law firm in Osaka City
Mar	2004	President, Okamoto Gaku Law Office
Apr	2010	Joint Partner, Okamoto & Toyonaga Law Office (incumbent)
Jun	2016	Director, Diamond Electric Mfg. Co., Ltd.
Jun	2017	Director and Audit and Supervisory Committee Member
Oct	2018	Director and Audit and Supervisory Committee Member, the Company
Jun	2020	Director, the Company (incumbent)

Significant Concurrent Positions

Joint Partner, Okamoto & Toyonaga Law Office

Committee Member, Osaka Bar Association's Committee for Countering Organized Crime and Obstruction of Attorney Activity

Committee Member, Kinki Federation of Bar Associations' Committee for Countering Organized Crime and Obstruction of Attorney Activity

External Director, Bio-sight Capital, Inc.

External Audit and Supervisory Board Member, Taisei Kakou Co., Ltd.

Reasons for Nomination and Expected Roles

The Company re-nominates Mr. Gaku Okamoto as an External Director candidate, expecting him to leverage his righteous sense of justice, chivalrous spirit, and legal expertise—demonstrated by serving as a compassionate ally to those paralyzed before the legal system through active representation in numerous trials as an attorney, fighting relentlessly for justice against civil intervention violence to aid the weak, and possessing deep insights into corporate law—to greatly enhance the Company's corporate value that "accumulates trust" within the organization aiming to endure as a public institution.

During this fiscal year, regardless of domestic or international scope, he provided expert legal guidance and concrete handling for various matters, offering critical advice and direction on recurrence prevention, permanent countermeasures, and proactive risk mitigation. Furthermore, following President Ono and under the guidance of the Company's Corporate Advisor, Mr. Kenji KANAMOTO, he serves as a member of the Yodogawa Police Station Committee commissioned by the Osaka Prefectural Public Safety Commission.

Special interests between the candidate for External Director and the Company

There are no special interests between him and the Company.

Term of office as External Director

He will have served for seven (7) years and eight (8) months at the conclusion of this Meeting.

5 OKAMOTO Minayo

New

■ Date of birth
■ Number of the Company's shares owned
■ Attendance of the Meetings of the Board of Directors

August 25, 1981
0 shares
-

Career summary, positions and responsibilities at the Company

Apr	2006	Joined Diamond Electric Mfg. Co., Ltd.
Sep	2011	Godai Embody Co., Ltd.
Nov	2017	Rejoined Diamond Electric Mfg. Co., Ltd.
Nov	2018	General Manager, President's Office Branch (stationed in China)
Apr	2020	Director, Diamond Electric Mfg. (Suzhou) Co., Ltd. Director, Diamond Electric International Trading (Suzhou) Co., Ltd. (incumbent)
Oct	2022	Deputy General Manager, Diamond Electric Mfg. (Suzhou) Co., Ltd. (incumbent)
Jun	2023	Vice Chairman of the Board (incumbent)
Oct	2025	Assistant General Manager, President's Office, Diamond & Zebra Electric Mfg. Co., Ltd. (incumbent)

Significant Concurrent Positions

Vice Chairman and Deputy General Manager, Diamond Electric Mfg. (Suzhou) Co., Ltd.
Director, Diamond Electric International Trading (Suzhou) Co., Ltd.
Assistant General Manager, President's Office, Diamond & Zebra Electric Mfg. Co., Ltd.

Reasons for Nomination

In her concurrent positions as Assistant Chief of the President's Office and Vice Chairman of the Board at the Suzhou office in China, Ms. OKAMOTO Minayo has worked tirelessly under the direct mandate of the President, particularly since the rescue and integration of Diamond & Zebra Electric Mfg. Co., Ltd., to foster a strong relationship of trust with the Suzhou Municipal Government through meticulous and close engagement, survived the COVID-19 catastrophe on the frontline, and recently established strong relations with the Beijing authorities—successfully overcoming the geopolitical rare earth shortage, executing critical strategies, and intensely inspiring our Comrades.

The Company nominates her as its second female Director candidate in recognition of her extraordinary drive and determination, well known even to other companies and countries, and in anticipation of her continued success, also a beneficiary of the Company's Welcome Back Program, which has been in place for ten years.

Ms. OKAMOTO is a prominent graduate of the "Project for Appointing Female Director Candidates from Among Our Comrades"—an initiative launched to break away from obsolete pre-revitalization corporate habits and actively promote diverse leaders from the frontline where employees fought through adversity (she returned to the Company having been inspired by the current President's management philosophy). The Company continues to rigorously drive this project, prompting candidates with essential education in "finance (accounting) and law" while fostering a deeper understanding of the management philosophy and demanding its embodiment in practice.

Special Interests between the Candidate for Director and the Company

There are no special interests between him and the Company.

Note:

1. Mr. YOSHIDA Takashi, Mr. OKAMOTO Gaku and Mr. SUGIHARA Koichi are candidates for External Director positions.
2. The Company has designated Mr. YOSHIDA Takashi and Mr. OKAMOTO Gaku as independent directors pursuant to the regulations of the Tokyo Stock Exchange and has filed the required notification with the Exchange. If both are elected as proposed, they are expected to continue serving as independent directors.
3. If elected as proposed, the Company plans to designate Mr. SUGIHARA Koichi as an independent director pursuant to the regulations of the Tokyo Stock Exchange and file such designation with the Exchange.
4. The Company has entered into liability limitation agreements with Mr. YOSHIDA Takashi and Mr. OKAMOTO Gaku pursuant to Article 427, Paragraph 1 of the Companies Act. Under these agreements, the limit of liability for damages is set at the minimum amount prescribed by applicable laws and regulations. If both individuals are elected as proposed, the Company plans to continue these agreements.
5. If elected as proposed, the Company also plans to enter into a liability limitation agreement with Mr. pursuant to Article 427, Paragraph 1 of the Companies Act. Under these agreements, the limit of liability for damages is set at the minimum amount prescribed by applicable laws and regulations.
6. Mr. ONO YuuRi, Mr. YOSHIDA Takashi, and Mr. OKAMOTO Gaku are currently insured under the Directors and Officers Liability (“D&O”) Insurance Policy that the Company has concluded with an insurance provider. Furthermore, if Mr. SUGIHARA Koichi and Ms. Minami Okamoto are elected as proposed, they are scheduled to be insured under the D&O insurance policy currently in effect between the Company and the insurance company.
7. The summary of the directors’ and officers’ liability insurance policy and the renewal date of said policy are as follows:

The Company has entered into a directors’ and officers’ liability insurance policy with an insurance company, as prescribed in Article 430-3 of the Companies Act, with the directors (including outside directors) and executive officers of the Company and its subsidiaries as the insured parties. Under this insurance policy, compensation for damages, litigation costs, and other expenses incurred by the insured as a result of claims for damages arising from acts (including omissions) performed by the insured in their capacity as corporate officers, etc., will be covered.

Furthermore, the policy is scheduled to be renewed with the same terms in December 2026.

Proposal 3:

Election of One (1) Director Who Is an Audit and Supervisory Committee Member

The term of office of the current Director who is an Audit and Supervisory Committee Member, Mr. KASAMA Shiro, will expire at the conclusion of this Meeting. Accordingly, the Company proposes the election of one (1) Director who is an Audit and Supervisory Committee Member.

The Audit and Supervisory Committee has given its prior consent to the submission of this proposal.

The candidate for Director who is an Audit and Supervisory Committee Member is as follows:

	Name		Incumbent in the Company	Attendance of the Meetings of the Board of Directors	Attendance at the Meetings of the Audit and Supervisory Committee Members
Re-elect.	KASAMA Shiro	External	Director (Audit and Supervisory Committee Member)	100% (18/18)	100% (16/16)

KASAMA Shiro

Re-
elect. External

■ Date of birth	March 15, 1955
■ Number of the Company's shares owned	2,300 shares
■ Attendance of the Meetings of the Board of Directors	100% (18/18)
■ Attendance of the Meetings of Audit and Supervisory Committee	100% (16/16)

Career summary, positions and responsibilities at the Company

Apr	1977	Joined Hyogo Sogo Bank, Ltd. (now The Minato Bank, Ltd.)
Apr	1999	Joined Daiichi Kigenso Kagaku Kogyo Co., Ltd.
Mar	2003	General Manager, Finance Department
May	2003	Director and General Manager, Finance Department
Mar	2004	Director, General Manager of the General Affairs Department, and Officer in Charge of the Finance Department
Jun	2011	Full-time Audit and Supervisory Board Member
Mar	2019	Director and Audit and Supervisory Committee Member, Tabuchi Electric Co., Ltd.
Jun	2020	Director and Audit and Supervisory Committee Member, the Company (incumbent)

Significant Concurrent Positions

None

Reasons for Nomination and Expected Roles

The Company re-nominates Mr. KASAMA Shiro as a candidate for External Director who is an Audit and Supervisory Committee Member, expecting him to leverage his deep insights and extensive practical experience as a corporate executive at an operating company, alongside his expertise in finance, accounting, and credit risk cultivated at a financial institution, to greatly enhance the Company's corporate value that "accumulates trust" as stated in the management philosophy, aiming to endure as a public institution.

During the fiscal year under review, he audited the safety of the Company's financial foundation and provided critical advice and guidance to empower our Comrades to independently manage these practices. Furthermore, he proactively participates in internal meetings beyond the Board of Directors, where he not only monitors the course of the discussions but warmly watches over our Comrades, devoting profound care to their growth.

Special interests between the candidate for External Director, who is an Audit and Supervisory Committee Member and the Company

There are no special interests between him and the Company.

Term of office as External Director who is an Audit and Supervisory Committee Member

He will have served for six (6) years at the conclusion of this Meeting.

Note:

1. Mr. KASAMA Shiro is a candidate for External Director who is an Audit and Supervisory Committee Member.
2. The Company has designated Mr. KASAMA Shiro as an independent director pursuant to the regulations of the Tokyo Stock Exchange and has filed the required notification with the Exchange. If he is elected as proposed, he is expected to continue serving as an independent director.
3. The Company has entered into a liability limitation agreement with Mr. KASAMA Shiro pursuant to Article 427, Paragraph 1 of the Companies Act. Under these agreements, the limit of liability for damages is set at the minimum amount prescribed by applicable laws and regulations. If he is elected as proposed, the Company plans to continue the agreement.
4. Mr. KASAMA Shiro is currently insured under the D&O insurance policy that the Company has concluded with an insurance provider. An overview of the policy and the timing of its renewal is provided in the Business Report under “2. Current Status of the Company (4) Status of Company Officers (5) Summary of Liability Limitation Agreements, etc.” If elected as proposed, he is expected to remain insured under the policy.
5. The summary of the directors’ and officers’ liability insurance policy and the renewal date of said policy are as follows:

The Company has entered into a directors’ and officers’ liability insurance policy with an insurance company, as prescribed in Article 430-3 of the Companies Act, with the directors (including outside directors) and executive officers of the Company and its subsidiaries as the insured parties. Under this insurance policy, compensation for damages, litigation costs, and other expenses incurred by the insured as a result of claims for damages arising from acts (including omissions) performed by the insured in their capacity as corporate officers, etc., will be covered.

Furthermore, the policy is scheduled to be renewed with the same terms in December 2026.

Reference: Expertise and Experience Required of Directors (including those who are Audit and Supervisory Committee Members)

Name	Position	Management	Business Operations	CG	ESG
ONO YuuRi	Representative Director (President, CEO and Group CEO)	●	●	●	●
YOSHIDA Takashi	Director [External]	○	●		○
SUGIHARA Koichi	Director [External]	○	●		○
OKAMOTO Gaku	Director [External]			●	○
OKAMOTO Minayo	Director			●	○
KASAMA Shiro	Director and Audit and Supervisory Committee Member [External]			●	○
OKUSHITA Hideki	Director and Audit and Supervisory Committee Member [External]			●	○
IRIE Masataka	Director and Audit and Supervisory Committee Member			●	○

* If the candidates listed in this Notice of Convocation are elected as proposed, the fields of expertise considered primarily required for each Director are marked with “●,” and those considered secondarily desirable are marked with “○.”

[Management] Formulation and execution of the Company’s purpose (reason for existence), goals (foundation for survival) and management strategies; thorough commitment to the customer-first approach; exemplary leadership and top-level sales; fostering enthusiastic morale by valuing frontline operations and our shining, sprinting Comrades; and practicing minimal management that demands discipline and dedication.

[Business Operations] Understanding of and insight into the importance of meeting customer quality expectations in the manufacturing industry; comprehension of the global supply chain and the distinctive characteristics of the relevant industry.

[CG*] Insight into compliance and CSR (Corporate Social Responsibility) derived from professional experience as an attorney, certified public accountant, financial institution alumnus, or management consultant; and a deep understanding of accountability as a societal institution and the management strategies built upon these foundations.

*CG: Corporate Governance

[ESG*] Environmental stewardship and workplace enhancement; coexistence with local communities as a societal institution; and valuing our shining, sprinting Comrades based on the [Multifaceted Declaration of Human Rights.]

* ESG: Environment, Social, Governance

Reference: Nomination Policy for Director Candidates

The Company nominates appropriate Directors candidates in accordance with the following nomination policy. After consulting with the Audit and Supervisory Committee, which is composed of a majority of External Directors, the Board of Directors determines the candidates by resolution for submission to the General Meeting of Shareholders.

(1) Nomination of Directors (Excluding Audit and Supervisory Committee Members)

The Company nominates candidates possessing high ethical standards based on the Group's management philosophy, excelling in strategic thinking and judgement, exhibiting flexibility in adapting to change, and capable of executing decision-making and management oversight functions. At least half of these Directors are appointed as External Directors.

(2) Nomination of Directors who are Audit and Supervisory Committee Members

The Company nominates candidates who possess high ethical standards based on the Group's management philosophy, holding specialized expertise, capable of appropriately supervising business execution, and able to provide swift, proactive input to the Board of Directors and management from an independent, objective standpoint. A majority of these Directors are External Directors.

Reference: Independence Criteria of External Directors

To enhance corporate value through the establishment of a corporate governance structure ensuring high management transparency and oversight, the Company deems an External Director to lack independence if he or she falls under any of the following criteria, in addition to the independence standards stipulated by the Tokyo Stock Exchange.

- (1) When the External Director is currently, or has been within the past ten (10) years, an executor of the business of the Company or any of its subsidiaries
- (2) When a relative within the second degree of kinship of the External Director is currently, or has been within the past ten (10) years, an executor of the business of the Company or any of its subsidiaries
- (3) When the External Director has, during the past three (3) fiscal years, served as an executive of a business partner whose transaction amount with the Company exceeds 2% of the Group's consolidated net sales
- (4) When the External Director is or has been an executor of the business of a major shareholder holding 10% or more of the Company's equity, or of a company in which the Company has invested
- (5) When the External Director has received, during the past three (3) fiscal years, compensation exceeding JPY 5 million per year from the Company as a legal, accounting, or tax professional, or as a consultant, other than director's remuneration.

Proposal 4:

Election of One (1) Alternate Director (Excluding Directors Who Are Audit and Supervisory Committee Members)

To prepare for the possibility that the number of Directors (excluding Directors who are Audit and Supervisory Committee Members) may fall below the minimum number required by applicable laws and regulations, the Company requests the election of one (1) Alternate Director.

The Audit and Supervisory Committee has given its prior consent to the submission of this proposal.

Furthermore, the Board of Directors may, with the consent of the Audit and Supervisory Committee, revoke the election of the following candidate by resolution, provided that such revocation occurs prior to the candidate's assumption of office.

The candidate for Alternate Director is as follows:

Name	Incumbent in the Company
EMORI Koji	External -

Career summary, positions and responsibilities at the Company

Apr	1994	Joined Kyoshin Printing Co., Ltd. (now Cocollabo Inc.)
Mar	1997	Director
Mar	2005	Representative Director (incumbent)
Apr	2007	Committee Member for Yokohama-style Community Contribution Company Certification (incumbent)
Feb	2008	Chairperson of the Board, NPO Yokohama Standard Promotion Council (incumbent)
Apr	2014	Promotion Committee Member for "Hamakko Mirai Company Project," Yokohama City Board of Education (incumbent)
May	2018	Managing Director, All Japan Federation of Printing Industries (incumbent)
Jun	2023	Chairperson of the Board, Certified NPO SLOW LABEL (incumbent)

Significant Concurrent Positions

Representative Director, Cocollabo Inc.

Reasons for Nomination and Expected Roles

The Company nominates Mr. EMORI Koji as an Alternate External Director candidate, thoroughly expecting him to leverage his noble principles and executive experience to greatly enhance our corporate value as a manufacturing company contributing to the global environment in tandem with sustainable growth, as we aim to endure as a societal institution.

This expectation is firmly grounded in his extensive practical experience as an executive who succeeded a community-based operating company and successfully transformed it into a modern knowledge-based industry and business structure, as well as his deep insights into globally demanded ESG and SDGs standards and related certification bodies, gained through his proactive leadership in shaping a sustainable society with an eye toward the future of children and local communities.

Special interests between the candidate for Alternate External Director and the Company

There are no special interests between him and the Company.

Note:

1. Mr. EMORI Koji Emori is a candidate for Alternate External Director.
2. If Mr. EMORI Koji is appointed as Director, the Company plans to designate him as an independent director pursuant to the regulations of the Tokyo Stock Exchange and file such designation with the Exchange.
3. If Mr. EMORI Koji is appointed as Director, the Company also plans to enter into a liability limitation agreement with him pursuant to Article 427, Paragraph 1 of the Companies Act. Under these agreements, the limit of liability for damages is set at the minimum amount prescribed by applicable laws and regulations.
4. If Mr. EMORI Koji is appointed as Director, he is expected to be included as an insured person under the Directors and Officers Liability Insurance Policy that the Company has concluded with an insurance provider. An overview of the policy and the timing of its renewal is provided in the Business Report under “2. Current Status of the Company (4) Status of Company Officers (5) Summary of Liability Limitation Agreements, etc.”

Proposal 5:

Election of One (1) Alternate Director Who Is an Audit and Supervisory Committee Member

To prepare for the possibility that the number of Directors who are Audit and Supervisory Committee Members may fall below the minimum number required by applicable laws and regulations, the Company requests the election of one (1) Alternate Director who is an Audit and Supervisory Committee Member.

The Audit and Supervisory Committee has given its prior consent to the submission of this proposal.

Furthermore, the Board of Directors may, with the consent of the Audit and Supervisory Committee, revoke the election of the following candidate by resolution, provided that such revocation occurs prior to the candidate's assumption of office.

The candidate for Alternate Director who is an Audit and Supervisory Committee Member is as follows:

Name	Incumbent in the Company		
KIKUCHI Kanao	<table border="1"><tr><td data-bbox="489 659 560 686">External</td><td data-bbox="632 668 641 677">-</td></tr></table>	External	-
External	-		

KIKUCHI Kanakano

External

■ Date of birth
■ Number of the Company's shares
owned

April 22, 1977
0 shares

Career summary, positions and responsibilities at the Company

- Apr 2001 Joined SC Royal Co., Ltd. (now Royal Contract Service Co., Ltd.)
- Dec 2010 Registered as a Labor and Social Security Attorney; established Yokohama Tsuzuki Labor and Social Security Attorney Office
- Sep 2012 Representative Director, Fairy Land Co., Ltd. (incumbent)
- Apr 2016 Representative, Work Innovation Labor and Social Security Attorney Corporation (incumbent)
- Jun 2019 External Audit and Supervisory Board Member, Caster Co., Ltd. (incumbent)
- Feb 2022 Representative Director, Institute for Research on Work Styles Connected to Children's Futures (incumbent)
- Jul 2025 Committee Member, Subcommittee on Transaction Issues, Council for Small and Medium Enterprise Policy, Ministry of Economy, Trade and Industry (incumbent)

Significant Concurrent Positions

Representative, Work Innovation Labor and Social Security Attorney Corporation
Representative Director, Fairy Land Co., Ltd.
External Audit and Supervisory Board Member, Caster Co., Ltd.
Representative Director, Institute for Research on Work Styles Connected to Children's Futures

Reasons for Nomination and Expected Roles

The Company nominates Ms. KIKUCHI Kanako as an Alternate External Director candidate who is an Audit and Supervisory Committee Member, highly expecting her to leverage her resolute professional posture and extensive practical experience to enhance our corporate value, driven by the shining and sprinting efforts of our Comrades under the [Declaration of Multifaceted Human Rights.]

This expectation stems from her expertise in human resources and labor management as a Labor and Social Security Attorney. Furthermore, she possesses exceptional practical acumen as a corporate representative leading many professionals while managing a nursery school based on her personal experiences with childbirth and childcare, and her profound insights into "working styles in Japan" demonstrated through numerous publications and appointments to various ministry and administrative agency committees.

Special interests between the candidate for Alternate External Director who is an Audit and Supervisory Committee Member and the Company

There are no special interests between him and the Company.

Note:

1. Ms. KIKUCHI Kanako is a candidate for Alternate External Director who is an Audit and Supervisory Committee Member.
2. If Ms. KIKUCHI Kanako is appointed as Director who is an Audit and Supervisory Committee Member, the Company plans to designate her as an independent director pursuant to the regulations of the Tokyo Stock Exchange and file such designation with the Exchange.
3. If Ms. KIKUCHI Kanako is appointed as Director who is an Audit and Supervisory Committee Member, the Company also plans to enter into a liability limitation agreement with her pursuant to Article 427, Paragraph 1 of the Companies Act. Under these agreements, the limit of liability for damages is set at the minimum amount prescribed by applicable laws and regulations.
4. If Ms. KIKUCHI Kanako is appointed as Director who is an Audit and Supervisory Committee Member, she is expected to be included as an insured person under the Directors and Officers Liability Insurance Policy that the Company has concluded with an insurance provider. An overview of the policy and the timing of its renewal is provided in the Business Report under “2. Current Status of the Company (4) Status of Company Officers (5) Summary of Liability Limitation Agreements, etc.”
5. The summary of the directors’ and officers’ liability insurance policy and the renewal date of said policy are as follows:

The Company has entered into a directors’ and officers’ liability insurance policy with an insurance company, as prescribed in Article 430-3 of the Companies Act, with the directors (including outside directors) and executive officers of the Company and its subsidiaries as the insured parties. Under this insurance policy, compensation for damages, litigation costs, and other expenses incurred by the insured as a result of claims for damages arising from acts (including omissions) performed by the insured in their capacity as corporate officers, etc., will be covered.

Furthermore, the policy is scheduled to be renewed with the same terms in December 2026.

Partial Revision of the Performance-Linked Stock Compensation Plan for Eligible Directors, etc.

1. Reasons for the Proposal and Why the Proposed Compensation Is Appropriate

This proposal seeks shareholders' approval for a partial revision of the Performance-Linked Stock Compensation Plan ("the Plan") introduced for the Company's Directors (excluding External Directors and Directors who are Audit and Supervisory Committee Members), executive officers, and Senior Technical Officers who have entered into commission agreements with the Company (collectively, the "Eligible Directors, etc.>").

The introduction of the Plan was approved at the 3rd Ordinary General Meeting of Shareholders held on June 25, 2021, and the Plan has remained in effect to the present day. The Company proposes a partial revision of the Basic Points by Position and performance-linked coefficient used to calculate compensation under the Plan, commencing with the five fiscal years from the fiscal year ending March 31, 2027 through the fiscal year ending March 31, 2031, and for each subsequent five-fiscal-year period thereafter.

The Plan intends to drive sustainable growth by clarifying the linkage between the compensation of Eligible Directors, etc. with the Company's business performance and share value, and by having Eligible Directors, etc., share the benefits and risks of the Company's share price fluctuations, to enhance their commitment to improving medium- to long-term performance and corporate value maximization.

The Company requests that the specific details of the revised Plan be entrusted to the discretion of the Board of Directors within the framework set forth in 2. and 3. below. In addition, the Audit and Supervisory Committee has passed a resolution deeming this proposal to be "appropriate" in light of the purpose and content of the Plan.

If Proposal 2 is approved as originally proposed, the total number of Eligible Directors, etc. covered by the Plan will be 18 in total, comprising two (2) Directors and 16 Executive Officers and Senior Technical Officers.

2. Revisions to the Plan

The contents of the Plan shall be revised as set forth in 3. below. The main revisions are as follows.

Item	Before revision	After revision
<p>Method of calculating and maximum number of Company shares to be delivered to Directors, etc.</p>	<p>[Basic Points by Position]</p> <p><u>Basic points shall increase at a fixed rate from FY2021 to FY2025.</u></p>	<p>[Basic Points by Position]</p> <p><u>From FY2026 onwards, the basic points stipulated for each position in FY2025 shall be granted each fiscal year.</u></p>
	<p>[Performance-Linked Coefficient]</p> <p>The performance-linked coefficient shall vary between 0% and 225% depending on the degree of achievement of the target performance indicators.</p> <p>The target performance indicators are <u>operating profit for FY2021 to FY2023; operating profit and Return on Equity (ROE) for FY2024; and operating profit, ROE, Total Shareholders Return (TSR), and Return on Carbon (ROC) for FY2025.</u></p>	<p>[Performance-Linked Coefficient]</p> <p>The performance-linked coefficient shall vary between 0% and 225% depending on the degree of achievement of the target performance indicators.</p> <p>The target performance indicators are <u>operating profit and Return on Equity (ROE) for FY2026 to FY2029; and operating profit, Return on Equity (ROE), Total Shareholders Return (TSR), and Return on Carbon (ROC) for FY2030.</u></p>

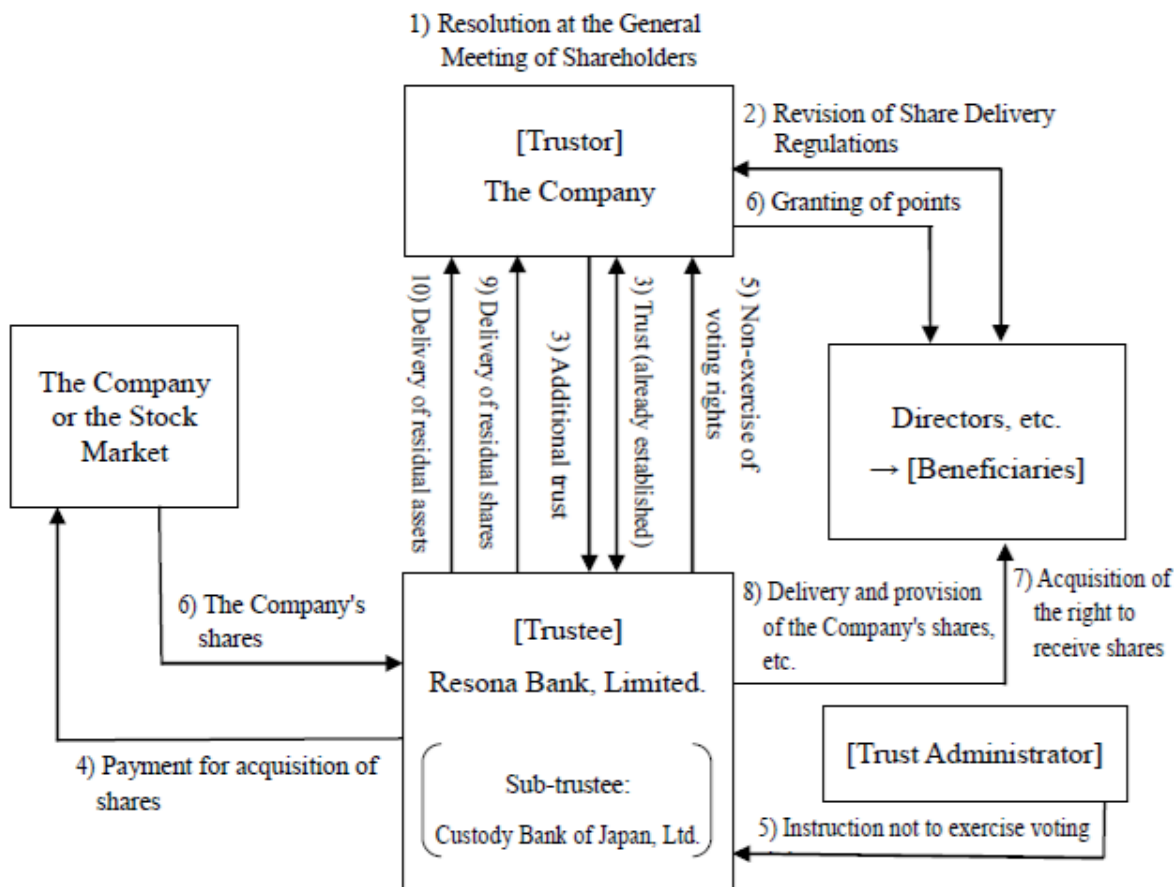
3. Amounts and Details of Compensation under the Revised Plan

(1) Overview of the Plan

Under the Plan, a trust established through the Company's monetary contribution ("the Trust for Officers") acquires the Company's shares in accordance with the Share Benefit Regulations prescribed in advance by the Company. The Trust for Officers then delivers and pays to Eligible Director, etc., at a specified time each year, the Company's shares and cash equivalent to their market value ("the Company's Shares, etc.") corresponding to the number of points allocated to each Eligible Director, etc.

The Company will provide further notice regarding the timing and amount of any additional trust contribution under the Plan once determined.

Structure of the Plan



- 1) The Company will obtain a resolution approving the partial revision of the Plan at the General Meeting.
- 2) The Company has established the Share Benefit Regulations upon introducing the Plan, and will revise these regulations within the scope approved at the General Meeting to prescribe the criteria for granting points and delivering/paying the Company's Shares, etc. to Eligible Directors, etc.
- 3) To implement the Plan, the Company has established the Trust for Officers by contributing funds within the scope approved at the 3rd Ordinary General Meeting of Shareholders held on June 25, 2021. The Company may make additional monetary contributions to the Trust for Officers within the aforementioned scope.
- 4) The Trustee will acquire the Company's shares using the entrusted funds either from the Company (through the disposal of treasury shares) or through the stock exchange market (including off-floor trading). The number of shares to be acquired shall remain within the scope approved at the 3rd Ordinary General Meeting of Shareholders held on June 25, 2021.
- 5) Voting rights attached to the Company's shares held in the Trust for Officers shall not be exercised under any circumstances throughout the trust term.
- 6) The Company will grant points to Eligible Directors, etc., in accordance with the Share Benefit Regulations.
- 7) Eligible Directors, etc., who satisfy the requirements prescribed in the Share Benefit Regulations and the trust agreement governing the Trust for Officers will acquire the right to receive the Company's shares and cash, thereby becoming beneficiaries.
- 8) The Trustee shall deliver and pay the Company's shares and cash to the beneficiaries.
- 9) If any residual shares remain upon expiration of the trust term, the Company plans to either continue using the Trust for Officers for the Plan or a similar stock compensation plan by amending the trust agreement and making additional contributions to the Trust for Officers by resolution of the Board of Directors, or have the Trust for Officers transfer such residual shares to the Company without consideration, whereupon the Company will cancel them by resolution of the Board of Directors.
- 10) Upon liquidation of the Trust for Officers, the trust expense reserve, calculated by deducting the funds used to acquire shares from the cash contributed by the Company, will be returned to the Company. Other residual assets are scheduled to be distributed to the beneficiaries or donated to public interest corporations, etc.

(2) Persons Covered by the Plan

Directors of the Company (excluding External Directors and Directors who are Audit and Supervisory Committee Members), commissioned executive officers, and senior technical officers.

(3) Additional Contributions to the Trust

Subject to the approval of the partial revision to the Plan at the General Meeting, the Company will make additional monetary contribution to the Trust for Officers during the period specified in (4) below to cover the funds (including trust expenses and fees) necessary for the Trust for Officers to acquire, in advance for a certain period, the reasonably anticipated number of Company's shares required to deliver and pay the Company's Shares, etc. to Eligible Directors, etc., under the Plan.

(4) Applicable Period

The effective period of this revision will be the five fiscal years from the fiscal year ending March 31, 2027, through the fiscal year ending March 31, 2031 ("the Applicable Period"), as well as each subsequent five-fiscal-year period commencing after the expiration of the Applicable Period (each such five-fiscal-year period being a "Target Period").

(5) Trust Period

The trust period shall be from September 15, 2021, until the termination of the Trust for Officers (no specific termination date shall be established, and the Trust for Officers will continue as long as the Plan remains in effect).

The Trust for Officers will terminate upon the delisting of the Company's shares, the abolition of the Share Benefit Regulations, etc.

(6) Maximum Amount of Monetary Contributions by the Company

The Company shall contribute up to JPY 2,000 million in total during the Applicable Period as compensation for Eligible Directors, etc. serving during the Applicable Period, to cover share acquisition funds, trust expenses, and trust fees necessary for delivering and paying the Company's Shares, etc., under the Plan. The annual contribution shall be capped at JPY 450 million per fiscal year.

Following the expiration of the Applicable Period and until the termination of the Plan, the Company shall, in principle, make additional contributions of up to JPY 2,000 million for each Target Period (subject to a cap of JPY 450 million per fiscal year). However, when making additional contributions for a given Target Period, if residual Company shares (excluding shares corresponding to points granted to Eligible Directors, etc., for preceding Target Periods for which delivery is incomplete) and cash (collectively, the "Residual Shares, etc.") remain in the trust assets of the Trust for Officers on the day immediately preceding the start of the Target Period, the total amount of such Residual Shares, etc., and the additionally contributed trust funds shall be within the limit of JPY 2,000 million.

(7) Method of Acquiring Company's Shares by the Trust for Officers

The Trust for Officers is scheduled to acquire the Company's shares within the maximum amount of share acquisition funds set forth in (6) above, either from the Company (through the disposal of treasury shares) or through an exchange market (including off-floor trading). The specific details of the acquisition method will be determined and disclosed by the Company following the conclusion of the General Meeting.

During the trust term, if the number of the Company's shares held in the Trust for Officers falls short of the number of shares corresponding to the points to be granted to Eligible Directors, etc., due to reason such as an increase in the number of Eligible Directors, etc., the Company may entrust additional funds and acquire additional Company shares within the maximum amount of trust funds set forth in (6) above.

(8) Method of calculating and the maximum number of Company shares to be delivered to Eligible Directors, etc.

Annual points will be granted to Eligible Directors, etc., as of March 31 of each year during the Applicable Period set forth in (4) above (the "Reference Date"), without delay after the business results for the fiscal year ending on the Reference Date have been finalized, based on the status of Eligible Directors, etc., as of the Reference Date of the previous fiscal year.

Annual Grant Points for Eligible Directors, etc. = Basic Points by Position × Performance-Linked Coefficient

Basic Points by Position

The Basic Points by Position will be granted in prescribed amounts during each Target Period.

Performance-Linked Coefficient

The performance-linked coefficient shall vary between 0% and 225% depending on the degree of achievement of the target performance indicators.

The target performance indicators are operating profit and Return on Equity (ROE) for FY2026 to FY2029; and operating profit, ROE, Total Shareholders Return (TSR), and Return on Carbon (ROC) for FY2030.

* ROE (Return on Equity)

Ref. to the "Return on Equity" stated under "Consolidated Management Indicators, etc." in the *Annual Securities Report*.

* TSR (Total Shareholders Return)

Ref. to the "Total Shareholders Return" stated under "Management Indicators, etc.," in the *Annual Securities Report*.

* ROC (Return on Carbon)

$\text{Operating Profit} \div \text{CO}_2 \text{ Emissions (Annual)} \times 100$

The total number of points to be granted by the Company to Eligible Directors, etc., shall be capped at 150,000 points for each fiscal year (equivalent to 150,000 shares).

The total number of points to be granted during the five (5) fiscal years of the Applicable Period shall be capped at 670,000 points (equivalent to 670,000 shares).

Following the expiration of the Applicable Period and until the termination of the Plan, the Company will, in principle, cap the total number of points to be granted during each five-fiscal-year Target Period at 670,000 points (equivalent to 670,000 shares), subject to the maximum cap of 150,000 points per fiscal year (equivalent to 150,000 shares).

For the delivery of the Company's Shares, etc., set forth in (9) below, one (1) point shall be converted into one (1) Company share. Any fractional share of less than one share will be rounded down, and the delivery of the Company's shares will be conducted in units of 100 shares, with any amount less than 100 shares rounded down.

However, if a stock split, reverse stock split, etc., or similar event occurs regarding the Company's shares, reasonable adjustments will be made in accordance with the split or ratio, etc.

(9) Timing of the Delivery and Payment of the Company's Shares, etc., to Eligible Directors, etc.

The delivery and payment of the Company's shares, etc. specified in (8) above to Eligible Directors, etc. will be made from the Trust for Officers after the completion of prescribed beneficiary determination procedures by the Directors, etc., at a specified time each year during the trust term.

However, if the requirements set forth in the Share Benefit Regulations are met, the Company will provide a cash payment equivalent to the fair market value of a certain percentage of the shares, in lieu of delivering such shares, to ensure sufficient funds for tax payment.

To make such cash payments, a number of Company's shares equivalent to the relevant percentage will be converted into cash within the Trust for Officers.

In the event of the death of a Director, etc. during the trust term, their heirs shall, in principle, receive a cash payment equivalent to the total fair market value of the Company's shares corresponding to the cumulative points granted to such Director, etc., up to that point.

(10) Exercise of Voting Rights for Company Shares Held in Trust

To ensure the independence of the Trust from the Company's management, voting rights attached to the Company's shares held as trust assets in the Trust for Officers will not be exercised under any circumstances.

(11) Handling of Dividends on Company Shares Held in the Trust

The Trust for Officers will receive dividends attached to the Company's shares held within the trust, which will be used to fund share acquisitions and cover trust expenses, including trust fees.

Furthermore, upon the termination of the Trust for Officers, any remaining dividends within the Trust for Officers will be distributed to the eligible participants of the Plan holding office at that time on a pro-rata basis according to their respective cumulative points, or donated to public interest corporations, etc.

(12) Handling upon Termination of the Trust

The Trust for Officers will terminate upon events such as the abolition of the Share Benefit Regulations.

Upon the termination of the Trust for Officers, the Company plans to either acquire all remaining Company shares held as residual assets without consideration and cancel them by resolution of the Board of Directors, or donate them to public interest corporations, etc.

Regarding remaining cash held as residual assets of the Trust for Officers at the time of its termination, it is planned to either distribute such funds to Eligible Directors, etc., in office at that time on a pro-rata basis according to their respective accumulated points, or to donate such funds to public interest corporations, etc.

(13) Other details of the Plan

Any other details regarding the Plan will be determined by the Board of Directors upon each establishment of the Trust for Officers, amendment to the trust agreement, and additional contribution to the Trust for Officers.

Outline of the Trust for Officers

1) Name: Share Benefit Trust for Officers

2) Settlor: The Company

3) Trustee: Resona Bank, Limited

Resona Bank, Limited shall execute a specified comprehensive trust agreement with Custody Bank of Japan, Ltd., and Custody Bank of Japan, Ltd. shall serve as the re-trust trustee.

4) Beneficiaries: Eligible Directors, etc., who meet the beneficiary requirements

5) Trust Administrator: A third party with no interests in the Company

6) Execution Date of the Trust Agreement: Sep 15, 2021

7) Date of Entrusting Cash: Sep 15, 2021

8) Term of the Trust: From Sep 15, 2021, until the termination of the Trust for Officers

9) Exercise of Voting Rights: Voting rights will not be exercised

10) Type of Shares to Be Acquired: Common stock of the Company

Following the approval of the Plan for Eligible Directors, etc., at the 3rd Ordinary General Meeting of Shareholders, the Company has implemented a similar plan for employees (senior management) of the Company and its Group companies.