

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities Code: 6951

Dispatch Date: June 9, 2026

Electronic Provision Measures Commencement Date: June 3, 2026

To our shareholders:

Izumi Oi
Representative Director, President & CEO
JEOL Ltd.
3-1-2 Musashino, Akishima, Tokyo

Notice of the 79th Annual General Meeting of Shareholders

This notice is to inform you of the 79th Annual General Meeting of Shareholders of JEOL Ltd. (the “Company”), which will be held as indicated below.

When convening this General Meeting of Shareholders, the Company takes 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 posts this information on each website below. Please access either of the websites to review the information.

The Company’s website:

<https://www.jeol.co.jp/ir/report/> (in Japanese)

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

<https://d.sokai.jp/6951/teiji/> (in Japanese)

TSE website (Listed Company Search):

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

(Please access the TSE website by using the internet address shown above, enter the Company’s securities code “6951” in “Code,” or “JEOL Ltd.” in “Issue name (company name),” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”)

If you are not attending the meeting, you may exercise your voting rights in writing or via the internet, etc. so please review the Reference Documents for General Meeting of Shareholders and exercise your voting rights no later than 5:20 p.m. on Wednesday, June 24, 2026 (JST).

[Voting in writing]

Please indicate your approval or disapproval on the voting form sent together with this notice, and return the form to us to arrive by the deadline indicated above.

[Voting via the internet, etc.]

Please access the voting website designated by the Company (<https://evote.tr.mufg.jp/>) (in Japanese) and enter your approval or disapproval for each proposal following the instructions on the screen using the “log-in ID” and the “temporary password” indicated on the voting form by the deadline indicated above.

If you intend to vote via the internet, etc., please refer to “Guide to Exercising Voting Rights via the Internet, etc.” in the latter part of this document (in Japanese only).

1. Date and Time: Thursday, June 25, 2026, at 10:00 a.m. (JST)

2. Venue: The Company's Main Office
3-1-2 Musashino, Akishima, Tokyo

3. Purpose of the Meeting

Matters to be reported:

1. The Business Report and the Consolidated Financial Statements for the 79th 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 79th 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 Seven Directors |
| Proposal No. 3 | Election of Two Audit & Supervisory Board Members |
| Proposal No. 4 | Election of One Substitute Audit & Supervisory Board Member |

4. Matters to be Determined regarding the Convocation of the Meeting (Information on Voting)

- (1) Where no indication is given either for approval or disapproval of a proposal on the submitted voting form, it will be treated as an expression of approval.
- (2) When voting rights are exercised by both in writing and via the internet, etc., the vote cast via the internet, etc. will be regarded as valid regardless of the date and time of arrival.
- (3) In case voting rights are exercised more than once in writing or via the internet, etc., the last vote cast for each will be regarded as valid.

■ We are no longer handing out souvenirs to shareholders who attend the General Meeting of Shareholders. Thank you for your understanding.

■ If you attend the meeting in person, please submit the voting form at the venue's 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 either of the aforementioned websites.

■ In principle, please access the aforementioned websites to confirm the items subject to measures for electronic provision, and documents are only delivered to shareholders who have requested the delivery by the designated date. However, for this General Meeting of Shareholders, the Company will uniformly send paper-based documents stating the items subject to measures for electronic provision, regardless of whether or not a request for delivery of the document is made.

Among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company, the following items are not provided in the paper-based documents delivered.

Additionally, the Audit & Supervisory Board Members and the Financial Auditor have audited the documents subject to audit, including the following matters.

- (i) Consolidated Financial Statements: Consolidated statements of changes in equity, Notes to Consolidated Financial Statements
- (ii) Non-consolidated Financial Statements: Statements of changes in equity, Notes to Non-consolidated Financial Statements

Reference Documents for General Meeting of Shareholders

Proposal No. 1 Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

The basic policy of the Company is to improve its financial position and strengthen its corporate structure, and pay stable, continuous dividends from a long-term perspective. The Company has given consideration to the business performance, financial condition and other data, and it proposes to pay a year-end dividend of ¥79 per share (a total of ¥132 per share for the fiscal year when including the interim dividend).

Year-end dividends

- (1) Type of dividend property
Cash
- (2) Allotment of dividend property and their aggregate amount
¥79 per common share of the Company
Total dividends: ¥3,889,372,477
- (3) Effective date of dividends of surplus
June 26, 2026

Proposal No. 2 Election of Seven Directors

At the conclusion of this meeting, the terms of office of all nine Directors, Izumi Oi, Katsumoto Yaguchi, Toshikatsu Kaneyama, Akihiro Kobayashi, Toshihiko Kanayama, Ryuji Kanno, Kaoru Terashima, Yukari Yomo, and Akihiro Nakao will expire. Therefore, the Company proposes the election of seven Directors.

The candidates for Director are as follows:

Candidate No.	Name	Gender	Current position and responsibility in the Company	Number of Attendance at Board of Directors Meetings
1	Izumi Oi <u>Reelection</u>	Male	Representative Director President & CEO	17/17 (100%)
2	Katsumoto Yaguchi <u>Reelection</u>	Male	Director & Senior Executive Officer In charge of Financial Affairs and Information Technology	17/17 (100%)
3	Toshihiko Kanayama <u>Reelection</u>	Male	Director & Officer General Manager of Management Strategy Planning Division	17/17 (100%)
4	Ryuji Kanno <u>Reelection</u> <u>Outside</u> <u>Independent</u>	Male	Outside Director	17/17 (100%)
5	Kaoru Terashima <u>Reelection</u> <u>Outside</u> <u>Independent</u>	Male	Outside Director	16/17 (94%)
6	Yukari Yomo <u>Reelection</u> <u>Outside</u> <u>Independent</u>	Female	Outside Director	16/17 (94%)
7	Akihiro Nakao <u>Reelection</u> <u>Outside</u> <u>Independent</u>	Male	Outside Director	13/13 (100%)

Note: The number of attendance of director Akihiro Nakao at the Board of Directors meetings is based on the meetings held after his appointment as director on June 26, 2025.

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Izumi Oi (January 9, 1964) Reelection	Apr. 1986	Joined the Company
		June 2013	Corporate Officer & General Manager of Management Strategy Planning Division
1	Izumi Oi (January 9, 1964) Reelection	June 2015	Director & Officer, General Manager of Management Strategy Planning Division
		June 2016	Director & Executive Officer, General Manager of Management Strategy Planning Division
		Apr. 2019	Director & Executive Officer, Assistant Position in charge of Management Strategy Planning
		June 2019	Representative Director, President & COO, in charge of Overall Management
		June 2022	Representative Director, President & CEO (to the present)
		[Reasons for nomination as candidate for Director] Izumi Oi appropriately fulfills his current role as Representative Director, President & CEO of the Company, and possesses an extensive career, experience and insight. As he can be expected to lead the further development of the Group, the Company nominated him as candidate for Director.	
2	Katsumoto Yaguchi (October 23, 1959) Reelection	Apr. 1982	Joined the Company
		June 2011	Corporate Officer & General Manager of Financial Affairs Division
2	Katsumoto Yaguchi (October 23, 1959) Reelection	June 2016	Executive Officer & USA Managing Director
		June 2021	Director & Executive Officer in charge of Financial Affairs, Information Technology, and Security Export Trade Control
		Apr. 2024	Director & Senior Executive Officer in charge of Financial Affairs, Information Technology, and Security Export Trade Control
		Apr. 2026	Director & Senior Executive Officer in charge of Financial Affairs and Information Technology (to the present)
[Reasons for nomination as candidate for Director] Katsumoto Yaguchi appropriately fulfills his current role as Director & Senior Executive Officer of the Company, and possesses an extensive career, experience and insight. As he can be expected to lead the further development of the Group, the Company nominated him as candidate for Director.			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
3	Toshihiko Kanayama (December 20, 1966) <u>Reelection</u>	Apr. 1990 Joined the Company Apr. 2016 General Manager of Financial Affairs Division June 2020 Europe Managing Director Apr. 2021 Corporate Officer & Europe Managing Director Apr. 2023 Corporate Officer & General Manager of Management Strategy Planning Division June 2024 Director & Officer, General Manager of Management Strategy Planning Division (to the present)	2,900 shares
[Reasons for nomination as candidate for Director] Toshihiko Kanayama appropriately fulfills his current role as Director & Officer of the Company, and possesses an extensive career, experience and insight. As he can be expected to lead the further development of the Group, the Company nominated him as candidate for Director.			
4	Ryuji Kanno (March 23, 1950) <u>Reelection</u> <u>Outside</u> <u>Independent</u>	Nov. 1999 Representative Director & President of Yokogawa Analytical System, Inc. (currently Agilent Technologies Japan, Ltd.) Feb. 2007 Representative Director & Vice President of Agilent Technologies Japan, Ltd. Feb. 2008 Representative Director & President of Human Metabolome Technologies, Inc. June 2018 Part-time Director of Rigaku Corporation Sep. 2019 Director & Chairman of Human Metabolome Technologies, Inc. Sep. 2020 Chief Adviser of Human Metabolome Technologies, Inc. (to the present) May 2021 Adviser to SAMURAI Biotech Association (to the present) June 2021 Outside Director of the Company (to the present) (Significant concurrent positions outside the Company) Chief Adviser of Human Metabolome Technologies, Inc. Adviser to SAMURAI Biotech Association	1,500 shares
[Reasons for nomination as candidate for outside Director and overview of expected roles] Ryuji Kanno possesses an extensive career, experience and insight, as a person who can impartially judge whether or not decisions made by the Board of Directors are appropriate. Accordingly, focusing on objectivity and neutrality, the Company nominated him as candidate for outside Director. The Company expects him to supervise and advise overall management based on his extensive experience as a company manager and his specialized knowledge of the analytical instruments business.			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
5	Kaoru Terashima (December 14, 1956) <div style="border: 1px solid black; padding: 2px; display: inline-block; margin: 2px;">Reelection</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin: 2px;">Outside</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin: 2px;">Independent</div>	Apr. 2011 General Manager of IVD Innovation Division, Medical Systems Business Division, FUJIFILM Corporation Jan. 2017 Executive Officer, Deputy General Manager of Medical Systems Business Division, overseeing IVD Innovation Division, FUJIFILM Corporation June 2020 Fellow, FUJIFILM Corporation June 2021 Consultant, FUJIFILM Corporation June 2022 Outside Director of the Company (to the present) July 2023 Part-time Director of Leisure, Inc. (to the present) (Significant concurrent positions outside the Company) Part-time Director of Leisure, Inc.	700 shares
[Reasons for nomination as candidate for outside Director and overview of expected roles] Kaoru Terashima possesses an extensive career, experience and insight, as a person who can impartially judge whether or not decisions made by the Board of Directors are appropriate. Accordingly, focusing on objectivity and neutrality, the Company nominated him as candidate for outside Director. The Company expects him to supervise and advise overall management based on his extensive experience in the life sciences and medical business and his specialized knowledge of technologies and markets.			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
6	<p data-bbox="363 667 512 725">Yukari Yomo (April 9, 1964)</p> <p data-bbox="379 763 496 869"> Reelection Outside Independent </p>	<p data-bbox="611 264 1222 1263"> Apr. 1987 Joined Nissho Iwai Corporation (currently Sojitz Corporation) Sep. 1987 Joined Japan General Electric Company (currently GE Japan Inc.) July 1997 General Manager, Human Resources & General Affairs, General Electric Capital Car Systems Ltd. Feb. 2001 Director & General Manager of Human Resources Division, GE Yokogawa Medical Systems Ltd. (currently GE HealthCare Japan Corporation) Jan. 2003 Corporate Officer in charge of Human Resources, AIU Insurance Company, Ltd. (currently AIG General Insurance Company, Ltd.) Feb. 2006 Corporate Officer & General Manager of Human Resources Division, Microsoft Company, Limited Oct. 2011 Director in charge of Human Resources, GlaxoSmithKline K.K. Apr. 2012 Director, Japan Association of Corporate Executives Oct. 2016 Advisor & Consultant, Human Resources (to the present) June 2021 Outside Director, JALUX Inc. June 2023 Outside Director of the Company (to the present) June 2024 Outside Director of Kansai Paint Co., Ltd. (to the present) (Significant concurrent positions outside the Company) Outside Director of Kansai Paint Co., Ltd. </p>	800 shares
<p data-bbox="276 1279 1155 1308">[Reasons for nomination as candidate for outside Director and overview of expected roles]</p> <p data-bbox="276 1312 1423 1462">Yukari Yomo possesses an extensive career, experience and insight, as a person who can impartially judge whether or not decisions made by the Board of Directors are appropriate. Accordingly, focusing on objectivity and neutrality, the Company nominated her as candidate for outside Director. The Company expects her to supervise and advise overall management based on her extensive experience and specialized knowledge in the domain of human resources strategy and policy.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
7	Akihiro Nakao (June 19, 1983) <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">Reelection</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">Outside</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">Independent</div>	Apr. 2008 Joined Corporate Directions, Inc. Jan. 2013 Joined A.T. Kearney, K.K. July 2017 Joined Misaki Capital Inc., Engagement Officer Mar. 2021 Managing Director, Misaki Capital Inc. Dec. 2021 Executive Officer and Managing Director, Misaki Capital Inc. Mar. 2025 Representative Director of NAGI Ltd. (to the present) Apr. 2025 Managing Director, Misaki Capital Inc. June 2025 Outside Director of the Company (to the present) (Significant concurrent positions outside the Company) Representative Director of NAGI Ltd.	1,100 shares
[Reasons for nomination as candidate for outside Director and overview of expected roles] Akihiro Nakao possesses an extensive career, experience and insight, as a person who can impartially judge whether or not decisions made by the Board of Directors are appropriate. Accordingly, focusing on objectivity and neutrality, the Company nominated him as candidate for outside Director. The Company expects him to supervise and advise overall management based on his extensive experience in the domain of corporate strategy and his perspective and specialized knowledge as an investor.			

- Notes:
1. There are no special interests between any of the candidates and the Company.
 2. Ryuji Kanno, Kaoru Terashima, Yukari Yomo and Akihiro Nakao are the candidates for outside Director.
 3. Ryuji Kanno, Kaoru Terashima, Yukari Yomo, and Akihiro Nakao are currently outside Directors of the Company, and at the conclusion of this meeting, their tenure as outside Director will have been five years, four years, three years, and one year, respectively.
 4. The Company has entered into an agreement with Ryuji Kanno, Kaoru Terashima, Yukari Yomo, and Akihiro Nakao to limit their liability for damages under Article 423, paragraph (1) of the Companies Act, pursuant to the provisions of Article 427, paragraph (1) of the same Act. If the reelection of Ryuji Kanno, Kaoru Terashima, Yukari Yomo, and Akihiro Nakao is approved as originally proposed, the Company plans to renew this agreement with them. The maximum amount of liability for damages under this agreement shall be the amount prescribed in laws and regulations.
 5. The Company has submitted notification to the Tokyo Stock Exchange of the appointment of Ryuji Kanno, Kaoru Terashima, Yukari Yomo, and Akihiro Nakao as independent officers as provided for by the aforementioned exchange. If their reelection is approved, the Company plans for their appointment as independent officers to continue.
 6. Yukari Yomo's name is recorded as Yukari Mori in the Family Register.
 7. The Company has entered into a directors and officers liability insurance (D&O Insurance) agreement with an insurance company as prescribed in Article 430-3, paragraph (1) of the Companies Act. It should be noted that the insurance incidents covered by this agreement include shareholders' representative action, corporate proceedings, and third-party proceedings. However, claims for compensation for damages caused by intent or gross negligence are not covered under said insurance agreement. If each candidate is appointed and takes office as director, they will be covered under said insurance agreement. In addition, said insurance agreement is planned to be renewed with the same content at the time of the next renewal.

Proposal No. 3 Election of Two Audit & Supervisory Board Members

The term of office of Audit & Supervisory Board Members Koichi Fukuyama and Akihiko Minato will expire at the conclusion of this meeting. Therefore, the Company proposes the election of two Audit & Supervisory Board Members.

In addition, the consent of the Audit & Supervisory Board has been obtained for this proposal.

The candidates for Audit & Supervisory Board Member are as follows:

Candidate No.	Name	Gender	Current position in the Company	Number of Attendance at Board of Directors and Audit & Supervisory Board Meetings
1	Koichi Fukuyama Reelection	Male	Audit & Supervisory Board Member (full-time)	Board of Directors Meetings 17/17 (100%) Audit & Supervisory Board Meetings 19/19 (100%)
2	Asami Hirokawa New Appointment Outside Independent	Female	—	—

Candidate No.	Name (Date of birth)	Career summary and position in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Koichi Fukuyama (July 31, 1959) <u>Reelection</u>	Apr. 1982 Joined the Company June 2006 Corporate Officer, General Manager of Management Strategy Planning Division and General Manager of Internal Auditing Division June 2009 Director & Officer, General Manager of Management Strategy Planning Division and General Manager of Internal Auditing Division June 2011 Director & Executive Officer, General Manager of Management Strategy Planning Division and General Manager of Internal Auditing Division June 2016 Director & Senior Executive Officer in charge of Sales and Brand Strategy Apr. 2020 Director & Senior Executive Officer in charge of Sales and Business Operations Center June 2022 Audit & Supervisory Board Member (full-time) (to the present)	2,100 shares
[Reasons for nomination as candidate for Audit & Supervisory Board Member] Koichi Fukuyama appropriately fulfills his current role as full-time Audit & Supervisory Board Member of the Company, and possesses an extensive career, experience and insight. As he will be the person who can impartially judge whether or not the execution of duties of management is appropriate, the Company nominated him as candidate for Audit & Supervisory Board Member.			
2	Asami Hirokawa (June 6, 1961) <u>New Appointment</u> <u>Outside</u> <u>Independent</u>	Apr. 1984 Joined TOKYU DEPARTMENT STORE CO., LTD. Oct. 1989 Joined Aoyama Audit Corporation Sep. 1993 Registered as a certified public accountant Sep. 2006 Associate, PricewaterhouseCoopers Aarata LLC (currently PricewaterhouseCoopers Japan LLC) Sep. 2008 Certified Public Accountant Audit Inspector, Certified Public Accountants and Auditing Oversight Board July 2009 Assistant Manager, Inspection and Examination Office, Secretariat, Certified Public Accountants and Auditing Oversight Board July 2011 General Manager, Methodology & Technology, PricewaterhouseCoopers Aarata LLC (currently PricewaterhouseCoopers Japan LLC) July 2012 Partner, PricewaterhouseCoopers Aarata LLC (currently PricewaterhouseCoopers Japan LLC) July 2021 General Manager, Operations Division, Japanese Institute of Certified Public Accountants Aug. 2023 Founded Hirokawa CPA Office and became Director (to the present) (Significant concurrent positions outside the Company) Director of Hirokawa CPA Office	0 shares
[Reasons for nomination as candidate for outside Audit & Supervisory Board Member] Asami Hirokawa is a certified public accountant, and a person who can impartially judge whether or not the execution of duties of management is valid. Accordingly, focusing on objectivity and neutrality, the Company nominated her as candidate for outside Audit & Supervisory Board Member. She has never in the past been directly involved in the management of a company. However, the Company judges that she will appropriately fulfill her duties as an outside Audit & Supervisory Board Member as she possesses sufficient insight to audit the management of companies through her role as Chairperson of the Auditing and Assurance Practice Committee of the Japanese Institute of Certified Public Accountants.			

- Notes: 1. There are no special interests between any of the candidates and the Company.
2. Asami Hirokawa is a candidate for outside Audit & Supervisory Board Member.

3. If the election of Asami Hirokawa is approved as originally proposed, the Company plans to enter into an agreement with her to limit her liability for damages under Article 423, paragraph (1) of the Companies Act, pursuant to the provisions of Article 427, paragraph (1) of the same Act. The maximum amount of liability for damages under this agreement shall be the amount prescribed in laws and regulations.
4. Asami Hirokawa satisfies the requirements for an independent officer as provided for by the Tokyo Stock Exchange, and the Company plans to designate her as an independent officer if her election is approved.
5. The Company has entered into a directors and officers liability insurance (D&O Insurance) agreement with an insurance company as prescribed in Article 430-3, paragraph (1) of the Companies Act. It should be noted that the insurance incidents covered by this agreement include shareholders' representative action, corporate proceedings, and third-party proceedings. However, claims for compensation for damages caused by intent or gross negligence are not covered under said insurance agreement. If each candidate is appointed and takes office as Audit & Supervisory Board Member, they will be covered under said insurance agreement. In addition, said insurance agreement is planned to be renewed with the same content at the time of the next renewal.

(Reference) Skills Matrix of Directors and Audit & Supervisory Board Members (planned) after the General Meeting of Shareholders

If Proposal Nos. 2 and 3 are approved as proposed, the composition and the skills matrix of the Board of Directors and Audit & Supervisory Board are presented below.

The skill categories represent the knowledge and experience required for directors as well as the fields where the Company expects them to make an exceptional contribution and apply their expertise and insight to the fullest extent are designated with a “●” mark.

Name	Position	Gender	Knowledge and Experience Expected by the Company							
			Corporate Management	Global Business	Technology /R&D	Sales/ Marketing	Finance/ Accounting	Human Resources/ Training	IT/Digital Technology	Legal/Risk Management
Izumi Oi	Representative Director, President & CEO	Male	●	●						
Katsumoto Yaguchi	Director & Senior Executive Officer	Male	●				●		●	
Toshihiko Kanayama	Director & Officer	Male	●	●			●			
Ryuji Kanno	Outside Director	Male	●	●	●					
Kaoru Terashima	Outside Director	Male	●		●	●				
Yukari Yomo	Outside Director	Female	●	●				●		
Akihiro Nakao	Outside Director	Male	●			●	●			
Koichi Fukuyama	Audit & Supervisory Board Member (full-time)	Male		●		●	●			
Mitsuru Takahashi	Audit & Supervisory Board Member (full-time)	Male					●			●
Yukako Oshimi	Outside Audit & Supervisory Board Member	Female								●
Asami Hirokawa	Outside Audit & Supervisory Board Member	Female					●			

- Notes:
1. The above table shows the knowledge and experience that the Company emphasizes for the skills of every director and Audit & Supervisory Board member.
 2. The Company has registered directors Ryuji Kanno, Kaoru Terashima, Yukari Yomo, Akihiro Nakao, and Yukako Oshimi as independent officers under the provisions of the Tokyo Stock Exchange.
If the reappointment of Ryuji Kanno, Kaoru Terashima, Yukari Yomo, and Akihiro Nakao is approved, they will continue to be independent officers.

If the election of Asami Hirokawa is approved, the Company also plans to newly designate her as an independent officer.

(Reference) Policy on Strategic Shareholdings

The Company holds the shares of companies where it is considered necessary for developing and maintaining business relationships in order to achieve sustainable growth and increase corporate value over the medium to long term.

The Company reviews the shareholdings on a regular basis, and reduce them for those that have poor significance, or that do not match our capital policy.

Decisions on whether to hold, increase, or dispose of strategic shareholdings are discussed by the Board of Directors in accordance with the Board of Directors Regulations. Each status of strategic shareholdings is reviewed every year by the Board of Directors, which examines the purpose for holding, holding risk, market price, dividend yield and other factors before validating the decision of whether or not to hold.

The Company exercises voting rights for its strategic shareholdings from the perspective of achieving sustainable increases in the corporate value of the company in question, and of maintaining and developing business relationships with the Company. In addition, in cases where matters of serious concern have arisen with regard to corporate governance, such as a social scandal, the Company will cast a negative vote.

Under the basic policy as described above, strategic shareholdings (total listed shares, unlisted shares and shares subject to deemed holding) as of March 31, 2026, consisted of 19 issues, with their total balance sheet value being equivalent to 6.4% of consolidated net assets.

Proposal No. 4 Election of One Substitute Audit & Supervisory Board Member

Kazuyuki Nakanishi was elected as a substitute Audit & Supervisory Board Member at the 78th Annual General Meeting of Shareholders and the term of effect of his elected status will end upon the commencement of this meeting. Accordingly, the Company requests approval for the election of one substitute Audit & Supervisory Board Member to be ready to fill a vacant position should the number of Audit & Supervisory Board Members fall below the number required by laws and regulations.

The election of substitute Audit & Supervisory Board Member can be nullified by resolution of the Board of Directors if the consent of the Audit & Supervisory Board has been obtained; provided, however, that it takes place during the time before the person in question assumes the office of Audit & Supervisory Board Member.

In addition, the consent of the Audit & Supervisory Board has been obtained for this proposal.

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

Name (Date of birth)	Career summary (Significant concurrent positions outside the Company)	Number of the Company's shares owned
<p>Kazuyuki Nakanishi (June 16, 1967)</p> <p style="text-align: center;"> Outside Independent </p>	<p>Apr. 1995 Registered as an attorney at law, and joined Tanabe & Partners (to the present)</p> <p>Apr. 2007 Chairman of Companies Act Research Committee, General Law Research Institute in Dai-Ichi Tokyo Bar Association</p> <p>May 2010 Outside Director of RENOWN INCORPORATED</p> <p>June 2012 Outside Audit & Supervisory Board Member of ODELIC CO., LTD.</p> <p>June 2017 Outside Audit & Supervisory Board Member of VAZ, inc.</p> <p>Oct. 2017 Temporary Committee Member of Audit Standard Committee, Business Accounting Council of Financial Services Agency</p> <p>Mar. 2018 Outside Director (Audit & Supervisory Committee Member), Global Link Management Inc. (to the present)</p> <p>Apr. 2026 Outside Director (Audit and Supervisory Committee Member), UBE MACHINERY CORPORATION, Ltd. (to the present)</p> <p>(Significant concurrent positions outside the Company) Partner of Tanabe & Partners Outside Director (Audit and Supervisory Committee Member), Global Link Management Inc. Outside Director (Audit and Supervisory Committee Member), UBE MACHINERY CORPORATION, Ltd.</p>	<p style="text-align: center;">0 shares</p>

[Reasons for nomination as candidate for substitute outside Audit & Supervisory Board Member]
Kazuyuki Nakanishi is an attorney at law, as a person who can impartially judge whether or not the execution of duties of management is appropriate. Accordingly, focusing on objectivity and neutrality, the Company nominated him as candidate for substitute outside Audit & Supervisory Board Member. Kazuyuki Nakanishi has never in the past been directly involved in the management of a company except as an outside officer. However, the Company judges that he will appropriately fulfill his duties as an outside Audit & Supervisory Board Member as he is well versed in corporate legal affairs as an attorney at law, and he possesses sufficient insight to audit the management of companies.

- Notes:
1. There is no special interest between the candidate and the Company.
 2. Kazuyuki Nakanishi is a candidate for substitute outside Audit & Supervisory Board Member.
 3. If Kazuyuki Nakanishi assumes the office of outside Audit & Supervisory Board Member, the Company plans to enter into an agreement with him to limit his liability for damages under Article 423, paragraph (1) of the Companies Act, pursuant to the provisions of Article 427, paragraph (1) of the same Act. The maximum amount of liability for damages under this agreement shall be the amount prescribed in laws and regulations.
 4. Kazuyuki Nakanishi satisfies the requirements for an independent officer as provided for by the Tokyo Stock Exchange, and the Company plans to designate him as an independent officer if he assumes the office of outside Audit & Supervisory Board Member.
 5. The Company has entered into a directors and officers liability insurance (D&O Insurance) agreement with an insurance company as prescribed in Article 430-3, paragraph (1) of the Companies Act. It should be noted that the insurance incidents covered by this agreement include shareholders' representative action, corporate proceedings, and third-party proceedings.

However, claims for compensation for damages caused by intent or gross negligence are not covered under said insurance agreement. If Kazuyuki Nakanishi is appointed and takes office as outside Audit & Supervisory Board Member, he will be covered under said insurance agreement. In addition, said insurance agreement is planned to be renewed with the same content at the time of the next renewal.