

**NOTICE OF CONVOCATION OF
THE 75th ORDINARY GENERAL MEETING OF SHAREHOLDERS
TO BE HELD AT ASAKUSA VIEW HOTEL TAITO-KU, TOKYO,
JAPAN ON MARCH 24, 2026 AT 10:00 A.M.**

(This is an abridged translation of the Notice of Ordinary General Meeting of Shareholders dated March 2, 2026, and is prepared for reference purposes only. In the event of any discrepancy between the original Japanese and this translation, the Japanese text shall prevail.)

Takemoto Yohki Co., Ltd.

(Measures for electronic provision have commenced on March 2, 2026)

To Shareholders:

Notice of Convocation of the 75th Ordinary General Meeting of Shareholders

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

We are pleased to notify you that the 75th Ordinary General Meeting of Shareholders will be held as stated below.

We have taken measures for the electronic convocation of this General Meeting of Shareholders, and the matters subject to measures for electronic convocation have been posted on the website shown below.

The Company's website: <https://www.takemotokk.jp/library/meeting/>

The matters are also posted on the website shown below.

The website of the Tokyo Stock Exchange: <https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>

Please access the website above, search by entering the Company's name or securities code, and select "Basic information" then "Documents for public inspection/PR information" to view the matters.

If you are unable to attend the meeting in person, you may exercise your voting rights either through postal mail or via the Internet. Please review the attached Reference Documents for the General Meeting of Shareholders first and then exercise your voting rights by no later than 5:30 p.m. on Monday, March 23, 2026 (Japan Time).

Yours faithfully,

Emiko Takemoto
President and Representative Director

Takemoto Yohki Co., Ltd.
5-15, Nishi Asakusa, 1-chome Taito-ku, Tokyo
(Head Office 21-5 Matsugaya, 2-chome Taito-ku Tokyo)

Particulars

1. Time and Date 10:00 a.m. on Tuesday, March 24, 2026 (registration desks to open at 9:00 a.m.)

2. Place Asakusa View Hotel Hisho Hall on the fourth floor, at 17-1, Nishi Asakusa, 3-chome, Taito-ku, Tokyo

3. Agenda

Matters to be reported

1. The Business Report, Consolidated Financial Statements and the Results of the Audit of the Consolidated Financial Statements for the 75th Fiscal Year (from January 1, 2025 to December 31, 2025) by the Independent Auditors and the Audit and Supervisory Committee.
2. The Non-Consolidated Financial Statements for the 75th Fiscal Year (from January 1, 2025 to December 31, 2025)

Matters to be resolved

- Proposal No.1:** Appropriation of Retained Earnings
Proposal No.2: Election of Five (5) Directors (excluding Audit and Supervisory Committee members)
Proposal No.3: Election of Three (3) Audit and Supervisory Committee Members
Proposal No.4: Decision of Remuneration for Granting Restricted Stock to Directors Who Are Audit and Supervisory Committee Members

4. Matters to be decided for convocation

If you wish to exercise your voting rights by proxy, one other shareholder holding a voting right of the Company may attend the meeting as a proxy for you. In this case, please submit a document that certifies your power of representation, such as a letter of attorney, to the Company.

Matters Posted on the Company's Website

If any revision is made to the reference materials for the general meeting of shareholders or the Business Report, the Non-Consolidated Financial Statements and the Consolidated Financial Statements, the revision will be posted on the each above website.

Instructions for the Exercise of Voting Rights

If you are to attend the General Meeting of Shareholders;

Time and date of the General Meeting of Shareholders: 10:00 a.m. on Tuesday, March 24, 2026 (Japan Time). The Reception for attendees begins at 9:00 a.m. Please submit the enclosed voting form to the reception desk.

If you wish to exercise the voting rights via the Internet;

Deadline of exercise: Acceptable until 5:30 p.m. on Monday, March 23, 2026 (Japan Time).

Please access the voting website (<https://evote.tr.mufg.jp/>) and enter your approval or disapproval of the proposals by no later than the deadline.

>>>Please see the following details.

Information on Exercising Voting Rights via the Internet

(1) By scanning the QR code

You can log into the voting website without entering your login ID and password by scanning the QR code provided at the lower right of the voting form, with your smart phone. Please cast your vote by following the directions on the screen.

Exercise of the abovementioned voting rights using the QR code above is available only once.

If you re-exercise your voting rights, or exercise your voting rights without using the QR code, please see "(2) By entering the login ID and password" below.

(2) By entering the login ID and password

Voting website <https://evote.tr.mufg.jp/>

You can exercise your voting rights via the Internet by accessing the voting website (<https://evote.tr.mufg.jp/>) from a computer, smart phone or mobile phone. Once you have accessed the Internet voting website, please enter your login ID and temporary password shown on the voting form. Please cast your vote by following the directions on the screen.

If you exercise the voting rights through Postal Mail;

Deadline of exercise: Voting forms must arrive by no later than 5:30 p.m. on Monday, March 23, 2026(Japan Time). Please indicate your approval or disapproval of the proposals on the enclosed voting form and return it through postal mail so that it is received by the deadline.

Notes on the exercise of voting rights via the Internet:

1. When a shareholder exercises voting rights via the Internet as well as submitting the Voting Right Exercise Form by mail, the vote via the Internet shall be treated as the valid exercise of voting rights.
2. If multiple votes via the Internet are received from a shareholder, the most recent vote shall be treated as the valid exercise of voting rights.
3. Any connection charges and communications expenses payable to internet providers and telecommunication carriers incurred in accessing the website for exercising voting rights will be borne by shareholders.
4. Please be aware that exercising voting rights via a PC or smart phone, etc. may not be possible in certain internet user environments. In addition, exercising voting rights via a mobile phone may not be possible with certain types of mobile phones.

Should you have any questions regarding the exercise of voting rights via the Internet, please contact the administrator of the shareholders' registry stated below:

**Securities Agency Division (Help Desk),
Mitsubishi UFJ Trust and Banking Corporation
Telephone: 0120-173-027 (toll free within Japan)
Operating hours: 9:00 a.m. - 9:00 p.m. (Japan time)**

You may use the Electronic Voting Platform operated by ICJ, Inc. to exercise your voting rights at the Annual Shareholders Meeting.

* QR Code is a registered trademark of DENSO WAVE INCORPORATED.

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REFERENCE MATERIALS FOR THE GENERAL MEETING OF SHAREHOLDERS

Proposal No.1: Appropriation of Retained Earnings

Matters concerning year-end dividends

The Company will pay the year-end dividend for the current fiscal year while retaining the internal reserves necessary for future business development and strengthening of the management structure.

(1) Type of dividend property

Cash

(2) Matters concerning the allotment of dividend property to shareholders and the total amount

18.00 yen per share of common stock, for a total of 217,205,928 yen

(3) Effective date of distribution of surplus

March 25, 2026

Proposal No.2: Appointment of Five (5) directors (excluding directors who are Audit and Supervisory Committee members)

At the end of this general meeting, the term of five directors (excluding directors who are Audit and Supervisory Committee members) will expire, so we request the appointment of five directors (excluding directors who are Audit and Supervisory Committee members).

Candidates for directors (excluding directors who are members of the Audit and Supervisory Committee) are as follows.

Name (Date of birth)	Brief personal history, title, responsibility and significant concurrent positions		Number of the Company's shares owned
No.1 Emiko Takemoto (Born Aug. 21, 1975) [Female] Attendance at the Board of Directors 2025 19 times/ 19 meetings Attendance rate 100%	Jun.1999 Jul. 2001 Mar.2004 Dec.2004 Jan.2006 Mar.2020	Joined Takemoto Yohki Co., Ltd. Deputy General Manager of Sales Department Appointed as a Director President and Representative Director (current) Chairman of Shanghai Takemoto Packaging Co., Ltd. Chairman of Takemoto Yohki (Kunshan) Co., Ltd. Representative Director of Kyoei Plasco Co., Ltd	396,000
<p>【Reasons for the nomination as Director candidate】 Ms. Emiko Takemoto was appointed a director of Takemoto Yohki Co., Ltd. in March 2004 and President and Representative Director in December 2004. In the midst of a difficult business environment, she has been a key person who always demonstrated outstanding management skills as a top executive with the forethought to guide the company in the sustainable packaging industry. Her leadership skills, backed by broad knowledge and experience in a wide range of fields, are indispensable for the management of Takemoto Group. For the above reasons, the Company has nominated her as a candidate for the position of director.</p>			

Name (Date of birth)		Brief personal history, title, responsibility and significant concurrent positions		Number of the Company's shares owned
No.2	<p>Takahiro Fukazawa (Born May 23, 1970) [Male]</p> <p>Attendance at the Board of Directors 2025 19 times/ 19 meetings Attendance rate 100%</p>	<p>Sep. 2000 Mar. 2004 Nov. 2004 Jun. 2005 Jul. 2006 Apr. 2007 Jan. 2008 May. 2008 Nov.2008 Apr.2010 Oct.2010 Jun.2011 Jan.2013 Apr.2014 Jan.2015 Apr.2016 Dec.2016 Dec.2018 Jul.2019</p>	<p>Joined Takemoto Yohki Co., Ltd. Appointed as a Director General Manager of Overseas Business Department President of TAKEMOTO PACKAGING INC. In charge of Planning and Development Department In charge of Overseas affairs In charge of Accounting Department In charge of General Affairs and Accounting Department In charge of Sales Department In charge of Sales Planning Office In charge of Production Department Managing Director Takemoto Yohki Co., Ltd. (current) President of Shanghai Takemoto Packaging Co., Ltd. President of Takemoto Yohki (Kunshan) Co., Ltd. President of TAKEMOTO PACKAGING INC. (current) Chairman of Shanghai Takemoto Packaging Co., Ltd.(current) Chairman of Takemoto Yohki (Kunshan) Co., Ltd. (current) Director of TAKEMOTO PACKAGING (THAILAND) CO., LTD (current) Director of TAKEMOTO YOHKI INDIA PRIVATE LIMITED (current) In charge of Production Control Director of Takemoto Netherlands B.V. (current)</p> <p><Important concurrent positions> Chairman of Shanghai Takemoto Packaging Co., Ltd. Chairman of Takemoto Yohki (Kunshan) Co., Ltd. President of TAKEMOTO PACKAGING INC. Director of TAKEMOTO PACKAGING (THAILAND) CO., LTD Director of TAKEMOTO YOHKI INDIA PRIVATE LIMITED Director of Takemoto Netherlands B.V.</p>	9,300
Name (Date of birth)		Brief personal history, title, responsibility and significant concurrent positions		Number of the Company's shares owned
No3	<p>Mitsuhiro Yanagihara (Born March 25, 1964) [Male]</p> <p>Attendance at the Board of Directors 2025 19 times/ 19 meetings Attendance rate 100%</p>	<p>May.1991 May.2011 Apr. 2023 Mar. 2024</p>	<p>Joined the Takemoto Yohki Co., Ltd. Executive Officer In charge of Quality Assurance(current) Director Takemoto Yohki Co., Ltd. (current)</p>	5,200

Name (Date of birth)		Brief personal history, title, responsibility and significant concurrent positions		Number of the Company's shares owned
No4	Masato Nakagawa (Born November 5, 1972) [Male] Attendance at the Board of Directors 2025 18 times/ 19 meetings Attendance rate 95%	Apr.1995 May.2014 Nov. 2023 Mar. 2024 May.2025	Joined the Takemoto Yohki Co., Ltd. Executive Officer In charge of Technology dept. and Yuki Manufacturing dept. Director Takemoto Yohki Co., Ltd. (current) In charge of Technology dept. and Production Control (current)	10,100
	<p>【Reasons for the nomination as Director candidate】 Mr. Masato Nakagawa was appointed an Executive Officer of Takemoto Yohki Co., Ltd in May 2014 and became the responsible person for the production and engineering department. and The Company has nominated him for the position of Director because he has contributed to the expansion of the Company's business not only in Japan but also in overseas locations as a person in charge of opening new production bases and improving production efficiency in terms of production and designing and developing molds in terms of technology.</p>			
Name (Date of birth)		Brief personal history, title, responsibility and significant concurrent positions		Number of the Company's shares owned
No5	Kazuhisa Kitauchi (Born Jan 31, 1967) [Male] Attendance at the Board of Directors 2025 19 times/ 19 meetings Attendance rate 100%	Dec.2010 May.2017 Mar. 2019 Mar. 2024	Joined the Takemoto Yohki Co., Ltd. Executive Officer In charge of Accounting dept. and Investor Relation dept. Director Takemoto Yohki Co., Ltd. (current)	2,500
	<p>【Reasons for the nomination as Director candidate】 Mr. Kazuhisa Kitauchi was appointed an Executive Officer of Takemoto Yohki Co., Ltd in May 2017 and became the responsible person for financial accounting in the administration department. He played an important role in the preparation for the Company's listing and contributed to the initial public offering in December 2014. He was also in charge of investor relations after the listing of Tokyo Stock Exchange, Inc. The Company has nominated him for the position of Director because his track record, abilities, and experience will be indispensable for the management of the Company.</p>			

(Notes)

1. Takemoto Yohki Co., Ltd. guarantees debt to Takemoto Yohki (Kunshan) Co., Ltd.
2. Mr. Takahiro Fukazawa, a candidate for director, concurrently serves as the chairman of Shanghai Takemoto Packaging Co., Ltd., Takemoto Yohki (Kunshan) Co., Ltd., the president of TAKEMOTO PACKAGING INC. President, Director of TAKEMOTO PACKAGING (THAILAND) CO., LTD, Director of TAKEMOTO YOHKI INDIA PRIVATE LIMITED and a director of Takemoto Netherlands BV. All six companies mentioned above are subsidiaries of Takemoto Yohki Co., Ltd. and Takemoto Yohki Co., Ltd. has a business relationship with each company.
3. There is no special interest between the other candidates and our company.
4. The Company concludes a liability insurance contract for officers, etc. as stipulated in Article 430-3, Paragraph 1 of the Company Law with an insurance company, and the legal damages and the dispute costs to be borne by the insured will be covered by the insurance contract. Each candidate will be included in the insured of the insurance contract.

Proposal No.3: Election of Three (3) Audit and Supervisory Committee Members

At the end of this general meeting, the term of four directors who are audit and supervisory committee members will expire at the end of this general meeting, so we request the appointment of three directors who are Audit and Supervisory Committee members. The consent of the Audit and Supervisory Committee has been obtained for this proposal. The candidates for directors who are Audit and Supervisory Committee members are as follows.

Name (Date of birth)		Brief personal history, title, responsibility and significant concurrent positions		Number of the Company's shares owned
No1	Tatsuya Tanaka (Born July 30, 1975) [Male] Attendance at the Board of Directors 2025 19 times/ 19 meetings Attendance rate 100% Attendance Audit and Supervisory Committee 2025 13 times/ 13 meeting Attendance rate 100%	Oct. 2002 Jun. 2005 Feb. 2009 Jan. 2014 Jun. 2015 Mar. 2016 Jun. 2016 May. 2024	Become a registered lawyer. Joined Ushijima Law Office Joined Sato Sogo Law Office Kumagai / Tanaka Law Office (currently Kumagai / Tanaka / Tsuda Law Office) Founding Partner (current) External Director of Takemoto Yohki Co., Ltd. External Audit & Supervisory Board Member of Nextgen, Inc. External Director of Takemoto Yohki Co., Ltd. (Audit and Supervisory Committee Member) (current) External Director of Nextgen, Inc. (Audit and Supervisory Committee Member) External Director of Garden Co., Ltd. (Audit and Supervisory Committee Member) (current) <Important concurrent positions> Lawyer of Kumagai / Tanaka / Tsuda Law Office Partner	-
	<p>【Reasons for the appointment as a candidate for a director who is member of the Audit and Supervisory Committee and summary of expected roles】</p> <p>Mr. Tatsuya Tanaka is nominated as a candidate for external director is because, as an attorney at law, he is particularly well versed in corporate legal affairs and has experience working with numerous companies. The Company has nominated him as a candidate for external director of a member of the Audit and Supervisory Committee is due to the high expectations of his ability to management advice based on his experience and insight gained through his career, and to supervise /check the Company's management condition.</p>			
Name (Date of birth)		Brief personal history, title, responsibility and significant concurrent positions		Number of the Company's shares owned
No2	Newly appointed Nobuaki Chonan (Born September 9, 1973) [Male]	Apr. 1996 Jul. 2008 Aug. 2015 Aug. 2015 Sep. 2015 May. 2019	Joined Ota Showa audit Corporation. (currently Ernst & Young Shin Nihon LLC) Appointed as Partner of the same firm Registered as a Certified Public Tax Accountant Chonan Nobuaki Certified Public Accountant Office, Director (current) Appointed as Director of STUDIO ATAO Co., Ltd. (current) Appointed as Outside Director (Audit and Supervisory Committee Member) of SFP Holdings Co., Ltd. (current) <Important concurrent positions> Director, Chonan Nobuaki Certified Public Accountant Office	500
	<p>【Reasons for the appointment as a candidate for director as a member of the Audit and Supervisory Committee and summary of expected roles】</p> <p>Mr. Nobuaki Chonan is nominated as a candidate for Outside Director based on his extensive experience over many years in auditing listed companies as a Certified Public Accountant, which has provided him with a high degree of expertise in finance and accounting. The Company has nominated him to fulfill his roles and responsibilities as an Audit and Supervisory Committee Member from an independent standpoint regarding business execution.</p>			

Name (Date of birth)		Brief personal history, title, responsibility and significant concurrent positions		Number of the Company's shares owned
No3	Newly appointed Yoichi Takano (Born June 25, 1977) [Male]	Oct.2001 Sep.2013 Dec.2015	Joined en-Japan inc. (currently en Inc) Established Takano Yoichi Office LLC Completed Master of Business Administration (MBA) at Graduate School of Management, GLOBIS University <Important concurrent positions> Representative, Takano Yoichi Office LLC	-
<p>【Reasons for the appointment as a candidate for director as a member of the Audit and Supervisory Committee and summary of expected roles】</p> <p>Mr. Yoichi Takano is nominated as a candidate for Outside Director based on his many years of experience working for a human resources company, as well as his extensive experience in analyzing business issues and interacting with numerous companies through his participation in various business operations projects since becoming independent.</p> <p>The Company has nominated him to perform management oversight and check functions based on the perspectives and insights cultivated throughout his career.</p>				

(Notes)

1. Mr. Tatsuya Tanaka, Mr. Nobuaki Chonan, and Mr. Yoichi Takano are candidates for external directors.
2. The number of years since Mr. Tatsuya Tanaka became an external director of Takemoto Yohki Co., Ltd. is 12 years and 2 months at the end of this general meeting, and the number of years since he became an external director of Takemoto Yohki Co., Ltd.'s Audit and Supervisory Committee is 10 years.
3. The Articles of Incorporation stipulate that Takemoto Yohki Co., Ltd. is allowed to conclude a contract with an external director to limit their liability for damages to the Company to a certain extent so the company can employ talented personnel as an external director easier. The Company has entered into such a liability limitation agreement with Mr. Tatsuya Tanaka. Candidates for Directors, which include Mr. Nobuaki Chonan and Yoichi Takano after whose election is approved, have entered into a liability limitation agreement with Takemoto Yohki Co., Ltd. The summary of the contents of such agreements is as follows: Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company may enter into agreements with Directors (excluding those who are Executive Directors, etc.) to limit their liability for damages resulting from failure to perform their duties. However, the maximum amount of liability under such agreements shall be the amount stipulated by laws and regulations.
4. Takemoto Yohki Co., Ltd concludes a liability insurance contract for officers, etc. prescribed in Article 430-3, Paragraph 1 of the Company Law with an insurance company, and the legal damages cost and the dispute costs to be borne by the insured will be covered by the insurance contract. Each candidate will be included in the insured of the insurance contract.
5. There is no special interest between each candidate and Takemoto Yohki Co., Ltd.
6. Mr. Tatsuya Tanaka is mentioned as independent officers based on the provisions of the Tokyo Stock Exchange in the notification submitted to the Tokyo Stock Exchange from Takemoto Yohki Co., Ltd. Mr. Nobuaki Chonan and Mr. Yoichi Takano after whose election is approved are also mentioned as independent officers based on the provisions of the Tokyo Stock Exchange.

Proposal No.4: Determination of Remuneration for Granting Restricted Stock to Directors Who Are Audit and Supervisory Committee Members

At the 73rd Annual General Meeting of Shareholders held on March 26, 2024, the Company received approval to grant restricted stock or provide monetary remuneration claims for the granting of restricted stock to Directors (excluding Outside Directors) other than those who are Audit and Supervisory Committee Members. The purpose of this initiative is to provide incentives for the sustainable improvement of the Company's corporate value and to further promote value sharing with shareholders.

At this time, the Company requests approval to newly grant restricted stock as remuneration, or to provide monetary remuneration claims as remuneration for the granting of restricted stock, to Directors who are Audit and Supervisory Committee Members (hereinafter "Eligible Directors").

The amount of remuneration for Directors who are Audit and Supervisory Committee Members was approved at the 65th Annual General Meeting of Shareholders held on March 29, 2016, to be within 50 million yen per year. The remuneration under this proposal shall be provided separately from that existing remuneration limit.

The granting of restricted stock based on this proposal shall be carried out by either of the following methods, based on a resolution of the Board of Directors and consultation among the Directors who are Audit and Supervisory Committee Members:

1. Issuance or disposal of the Company's common stock as remuneration for Eligible Directors without requiring the payment of money or the contribution of property in kind.
2. Provision of monetary remuneration claims to Eligible Directors as remuneration, whereby the Eligible Directors shall receive the issuance or disposal of the Company's common stock by contributing all such monetary remuneration claims as property in kind (hereinafter "Contribution in Kind").

The total number of shares of common stock to be issued or disposed of to Eligible Directors under this proposal shall be within 10,000 shares per year, and the total amount of such remuneration shall be within 10 million yen per year, an amount considered appropriate in light of the aforementioned purposes. However, if the total number of issued shares increases or decreases due to a share consolidation or share split (including the gratis allotment of shares), the maximum number of shares shall be adjusted proportionately.

In the case of a Contribution in Kind, the amount to be paid per share shall be determined by the Board of Directors based on the closing price of the Company's common stock on the Tokyo Stock Exchange on the business day immediately preceding the date of each Board of Directors resolution (or the closing price of the most recent trading day if no transaction is completed on that day), within a range that is not particularly advantageous to the Eligible Directors. The allocation to each Eligible Director shall be determined through consultation among the Directors who are Audit and Supervisory Committee Members.

The number of Eligible Directors is currently four. If Proposal No. 3 is approved as originally proposed, the number of Eligible Directors will be three.

In granting restricted stock under this proposal, the Company and the Eligible Directors shall enter into a Restricted Stock Allotment Agreement (hereinafter the "Allotment Agreement") which includes the following summary:

1. **Transfer Restrictions:** During the period from the delivery date of the common stock allotted under the Allotment Agreement (the "Allotted Stock") until the date on which the Eligible Director resigns or retires from the position of Director or any other position determined by the Board of Directors (the "Transfer Restriction Period"), the Eligible Director shall not transfer, create a security interest in, or otherwise dispose of the Allotted Stock.
2. **Acquisition without Consideration:** If an Eligible Director resigns or retires from the position specified in (1) above before the expiration of the period determined by the Board of Directors (the "Service Period"), the Company shall naturally acquire the Allotted Stock without consideration, unless there are grounds deemed justifiable by the Board of Directors.
3. **Lifting of Transfer Restrictions:** The Company shall lift the transfer restrictions for all of the Allotted Stock at the expiration of the Transfer Restriction Period, provided that the Eligible Director has continuously remained in the position specified in (1) above during the Service Period. However, if the Eligible Director resigns or retires due to grounds deemed justifiable by the Board of Directors as specified in (2) above, the number of Allotted Stock for which transfer restrictions are lifted shall be reasonably adjusted as necessary.
4. **Unlifted Restrictions:** The Company shall naturally acquire without consideration the Allotted Stock for which transfer restrictions have not been lifted at the time the Transfer Restriction Period expires.
5. **Malfeasance Clause:** If an Eligible Director violates laws, internal regulations, or the Allotment Agreement, or falls under any other grounds determined by the Board of Directors as appropriate for the acquisition of the Allotted Stock without consideration, the Company shall naturally acquire the Allotted Stock without consideration.
6. **Organizational Restructuring:** Notwithstanding (1) above, if a merger agreement in which the Company becomes the disappearing company, a share exchange agreement or share transfer plan in which the Company becomes a wholly-owned subsidiary, or any other matter related to organizational restructuring is approved at a General Meeting of Shareholders (or by the Board of Directors if such approval is not required), the Company shall lift the transfer restrictions on a reasonably determined number of Allotted Stock prior to the effective date of such restructuring.
7. **Post-Restructuring Acquisition:** In the case of (6) above, the Company shall naturally acquire without consideration any Allotted Stock for which transfer restrictions have not been lifted immediately after the lifting of restrictions based on (6).

Reasons for the Appropriateness of Granting Restricted Stock

This proposal is intended to provide incentives to Eligible Directors to sustainably improve the Company's corporate value and to further promote value sharing with shareholders. The maximum number of Shares to be issued or disposed of in one year represents 0.08% of the total number of issued Stock (as of February 24, 2026), and the dilution effect is negligible. Therefore, the Company has determined that the content of this proposal is appropriate.

Skills Matrix of the Board of Directors

Status	Name	Sex	Area of particular expertise						
			Corporate Management	Director experience	Global business	Sales& Marketing	Development & Design	Production & Technology	Knowledge
President and Representative Director	Emiko Takemoto	Female	○			○			
Managing Director	Takahiro Fukazawa	Male	○		○	○			
Director	Mitsuhiro Yanagihara	Male				○	○		
Director	Masato Nakagawa	Male						○	
Director	Kazuhiisa Kitauchi	Male							○ Finance, Accounting
External Director (Audit and Supervisory Committee Member)	Tatsuya Tanaka	Male		○					○ Legal Affairs
External Director (Audit and Supervisory Committee Member)	Nobuaki Chonan	Male		○					○ Finance, Accounting, Taxation
External Director (Audit and Supervisory Committee Member)	Yoichi Takano	Male							○ Human Resource Development Business Resolution