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Securities code: 7213

June 5, 2026

(Commencement date of measures for electronic provision of information June 1, 2026)

To Our Shareholders:

Makoto Sugimoto
President and CEO
LECIP HOLDINGS
CORPORATION
1260-2 Kaminoho, Motosu City,
Gifu, Japan

**NOTICE OF CONVOCATION OF
THE 74TH ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We hereby inform you that the 74th Ordinary General Meeting of Shareholders of LECIP HOLDINGS CORPORATION (the “Company”) will be held as described below.

In convening this General Meeting of Shareholders, measures for electronic provision of information will be implemented for the information contained in the Reference Documents, etc., for this General Meeting of Shareholders (matters subject to the measures for electronic provision), which will be posted on the following websites on the internet, titled as “Notice of Convocation of the 74th Ordinary General Meeting of Shareholders”, etc. You are kindly requested to access any of these websites and check the information.

[Company’s website]

<https://www.lecip.com/>

Please access the website above and select “Investor Relations”, “IR Library” and “Shareholder Report” from the menu in that order for details.

In addition to the above website, the matters subject to the measures for electronic provision are also posted on the Tokyo Stock Exchange (TSE) website.

[Tokyo Stock Exchange’s website (Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Please access the TSE website above, enter and search for “LECIP HOLDINGS” in the “Issue name (company name)” field or “7213” the securities code of the Company in the “Code” field, select “Basic information” and “Documents for public inspection/PR information,” in that order, and inspect the information posted in “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting]” under “Filed information available for public inspection”.

Instead of attending the meeting, you can exercise your voting rights via the internet or in writing. Please review the Reference Documents for the General Meeting of Shareholders and follow the “Instructions for the Exercise of Voting Rights” to exercise your voting rights no later than 5:25 p.m. on Monday, June 22, 2026 (JST).

Since the 67th Ordinary General Meeting of Shareholders, the Company has stopped providing gifts for shareholders who attend the meeting. We kindly appreciate your understanding on this matter.

1. Date and Time: Tuesday, June 23, 2026 at 10:00 a.m. (JST)
(Reception starts at 9:00 a.m.)

2. Place: Hall, 2nd Floor, JUROKU PLAZA
1-10-11 Hashimoto-Cho, Gifu City, Gifu, Japan

3. Meeting Agenda:

- Matters to be reported:**
1. The Business Report and Consolidated Financial Statements for the Company's 74th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company's 74th Fiscal Year (April 1, 2025 - March 31, 2026)

Proposals to be resolved:

Proposal 1: Election of Five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members)

Proposal 2: Election of Three (3) Directors who are Audit and Supervisory Committee Members

Proposal 3: Election of One (1) Substitute Director who is an Audit and Supervisory Committee Member

1. Should matters subject to the measures for electronic provision require revisions, a notice on the revisions and the details of the matters before and after the revisions will be posted on each website posting these matters.
2. The Company will also send a document stating the matters subject to the measures for electronic provision to shareholders who have made a request for delivery of such documents in written form. This document excludes the following matters in accordance with the provisions of laws and regulations and Article 15 of the Company's Articles of Incorporation.
 - (1) "The Systems and Policies of the Company" in the Business Report
 - (2) "Consolidated Statements of Changes in Net Assets" and "Explanatory Notes on Important Matters That Are to Become the Basis for Preparation of Consolidated Financial Statements and Other Notes" in the Consolidated Financial Statements
 - (3) "Non-consolidated Statements of Changes in Net Assets" and "Explanatory Notes on Important Matters Concerning Accounting Policies and Other Notes" in the Non-consolidated Financial Statements

Accordingly, the documents that are sent to shareholders who have made a request for delivery of such documents in written form are part of the documents audited by the Audit and Supervisory Committee Members and the Accounting Auditor in the preparation of the audit report.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Election of Five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all six (6) Directors (excluding Directors who are Audit and Supervisory Committee Members) will expire at the conclusion of this year's Ordinary General Meeting of Shareholders. Accordingly, the Company proposes the election of five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members).

Regarding this Proposal, the Company's Nomination and Compensation Advisory Committee and Audit and Supervisory Committee have judged that all candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members) are suitable for their respective positions.

The candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members) are as follows.

No.		Name	Current positions and responsibilities at the Company	Attendance at the Board of Directors meetings
1	[Reappointment]	Makoto Sugimoto	President and CEO	13/13 (100%)
2	[Reappointment]	Hiroko Mitsui	Senior Managing Director	13/13 (100%)
3	[Reappointment]	Norihiro Shinagawa	Managing Director	13/13 (100%)
4	[Reappointment]	Koji Iwasa	Director and Executive Officer (in charge of development)	13/13 (100%)
5	[Reappointment]	Motoaki Kitano	Director and Executive Officer (in charge of sales)	13/13 (100%)

[Reappointment] Candidate for reappointed Director

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	<p>Makoto Sugimoto (September 14, 1952)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 13/13 (100%)</p>	<p>June 1990 Director of the Company</p> <p>April 1991 Director and Vice President of the Company</p> <p>April 1993 President and CEO of the Company</p> <p>June 1993 Director of Sanyo Electronics Co., Ltd. (currently LECIP ELECTRONICS CORPORATION) (Current)</p> <p>June 2002 Director of LECIP U.S.A.,INC.</p> <p>March 2005 Director of LECIP Industry Co., Ltd.</p> <p>June 2008 President and CEO, and Executive Officer of the Company</p> <p>March 2010 Director of LECIP INC. (Current)</p> <p>October 2010 President and CEO of the Company (Current)</p> <p>President and CEO, and Executive Officer of LECIP CORPORATION Director of LECIP INTERNATIONAL INC. Director of Gifu DS Management Co., Ltd. (currently LECIP DIGITAL SIGNAGE CORPORATION) (Current)</p> <p>April 2011 Director of LECIP SLP Co., Ltd. Director of LECIP ENGINEERING CORPORATION (Current)</p> <p>June 2013 President and CEO of LECIP CORPORATION</p> <p>December 2014 Director of LECIP (SINGAPORE) PTE LTD (Current)</p> <p>June 2018 Director of LECIP THAI CO., LTD.</p> <p>April 2025 Representative Director and Chairman of LECIP CORPORATION (Current)</p> <p>[Significant concurrent positions] Representative Director and Chairman of LECIP CORPORATION</p>	454,123
<p>[Reason for nomination]</p> <p>As President and CEO of the Company, Mr. Sugimoto has led the management of the Group and has appropriately fulfilled his role as Director, including decision-making on important management matters and supervision of business execution. We therefore renominated him as a candidate for Director (excluding Directors who are Audit and Supervisory Committee Members).</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	<p>Hiroko Mitsui (September 21, 1980)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 13/13 (100%)</p>	<p>June 2017 Senior Manager of Administration Headquarters of the Company</p> <p>April 2018 Deputy General Manager of Administration Headquarters of the Company, and Senior Manager of Sales Division of LECIP CORPORATION</p> <p>June 2018 Executive Officer (in charge of corporate planning) of the Company</p> <p>June 2021 Director of the Company</p> <p>April 2022 Deputy General Manager of Administration Headquarters of the Company, and General Manager of Community Business Development Division and Senior Manager of Sales Division of LECIP CORPORATION</p> <p>June 2022 Director of LECIP CORPORATION Director of LECIP ELECTRONICS CORPORATION, and Director of LECIP ENGINEERING CORPORATION (Current)</p> <p>April 2023 Deputy General Manager of Administration Headquarters of the Company, and Senior Manager of Sales Division of LECIP CORPORATION Head of Business Development Center of LECIP CORPORATION (Current)</p> <p>June 2023 Managing Director of the Company, and Managing Director of LECIP CORPORATION</p> <p>June 2024 Senior Managing Director of the Company (Current)</p> <p>[Significant concurrent positions] Head of Business Development Center of LECIP CORPORATION</p>	104,309
<p>[Reason for nomination] As Senior Managing Director of the Company, Ms. Mitsui has appropriately fulfilled her role as Director, including decision-making on important management matters and supervision of business execution. She is also responsible for leading the Business Development Center as its Head and has extensive knowledge of overall business development. We therefore renominated her as a candidate for Director (excluding Directors who are Audit and Supervisory Committee Members).</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	<p>Norihiro Shinagawa (April 27, 1959)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 13/13 (100%)</p>	<p>April 2009 Deputy General Manager of General Affairs Department of the Company</p> <p>October 2010 General Manager of HR and General Affairs Department of the Company Representative Director of LECIP Industry Co., Ltd.</p> <p>April 2013 General Manager of Administration Headquarters and General Manager of HR and General Affairs Department of the Company</p> <p>June 2013 Executive Officer (in charge of administration) of the Company</p> <p>April 2016 General Manager of Administration Headquarters and General Manager of General Affairs Department of the Company</p> <p>June 2019 Director of the Company</p> <p>April 2020 General Manager of Administration Headquarters of the Company</p> <p>July 2020 General Manager of Administration Headquarters and General Manager of Information and Systems Department of the Company</p> <p>April 2022 General Manager of Administration Headquarters of the Company (Current)</p> <p>June 2024 Managing Director of the Company (Current)</p>	41,338
<p>[Reason for nomination]</p> <p>As Managing Director of the Company, Mr. Shinagawa has appropriately fulfilled his role as Director, including decision-making on important management matters and supervision of business execution. He also has extensive knowledge of the overall management and administration of the Group as General Manager of Administration Headquarters. We therefore renominated him as a candidate for Director (excluding Directors who are Audit and Supervisory Committee Members).</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
4	<p>Koji Iwasa (January 24, 1966)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 13/13 (100%)</p>	<p>April 2013 General Manager of Equipment Design Department of Production Division of LECIP CORPORATION</p> <p>December 2015 Executive Officer (in charge of production) of the Company General Manager of Production Division, General Manager of Development Department, and General Manager of Solution Department of LECIP CORPORATION</p> <p>November 2018 Senior Manager of Production Division of LECIP CORPORATION, and General Manager of Technology Department of LECIP SLP Co., Ltd.</p> <p>April 2019 Deputy General Manager (in charge of development management) of Production Division of LECIP CORPORATION, and General Manager of Technology Department of LECIP SLP Co., Ltd.</p> <p>April 2020 Deputy General Manager of Production Division and Executive Manager of LECIP CORPORATION</p> <p>April 2021 Executive Manager and General Manager of Production Division and General Manager of Global Solution Department of LECIP CORPORATION</p> <p>June 2021 Director of the Company and Director of LECIP CORPORATION (Current)</p> <p>April 2022 Executive Manager and General Manager of Production Division, General Manager of Global Solution Department, and Deputy General Manager of Community Business Development Division of LECIP CORPORATION</p> <p>April 2023 Executive Officer (in charge of development) of the Company and General Manager of Development Division of LECIP CORPORATION (Current) Executive Manager of EMS and Deputy Head of Business Development Center of LECIP CORPORATION</p> <p>July 2023 General Manager of Equipment Design Department of Development Division of LECIP CORPORATION</p> <p>[Significant concurrent positions] Director, General Manager of Development Division of LECIP CORPORATION</p>	35,194

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
		<p>[Reason for nomination]</p> <p>As Director of the Company, Mr. Iwasa has appropriately fulfilled his role as Director, including decision-making on important management matters and supervision of business execution. Furthermore, as Executive Officer in charge of development of the Company, he has appropriately performed his role, assuming his responsibility to execute business operations in the design and development division and has extensive knowledge of quality and production management as well as the overall production technologies of the Group. We therefore renominated him as a candidate for Director (excluding Directors who are Audit and Supervisory Committee Members).</p>	

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	<p>Motoaki Kitano (November 4, 1965)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 13/13 (100%)</p>	<p>April 2011 General Manager of New Business Development Department of Sales Division of LECIP CORPORATION</p> <p>April 2013 General Manager of Sales Planning Department of Sales Division of LECIP CORPORATION</p> <p>June 2014 Director of Gifu DS Management Co., Ltd. (currently LECIP DIGITAL SIGNAGE CORPORATION) (Current)</p> <p>April 2017 General Manager of Bus Sales Department of Sales Division of LECIP DIGITAL SIGNAGE CORPORATION</p> <p>July 2018 Deputy General Manager of Sales Division and General Manager of Sales Promotion Department of LECIP DIGITAL SIGNAGE CORPORATION</p> <p>June 2019 Executive Officer (in charge of sales) of the Company (Current)</p> <p>December 2019 General Manager of Sales Division of LECIP CORPORATION General Manager of Sales Promotion Department of LECIP CORPORATION</p> <p>June 2021 Director of the Company (Current) Director of LECIP CORPORATION</p> <p>June 2022 Director of LECIP ENGINEERING CORPORATION (Current)</p> <p>April 2023 Deputy Head of Business Development Center of LECIP CORPORATION</p> <p>April 2025 President and CEO of LECIP CORPORATION (Current)</p> <p>[Significant concurrent positions] President and CEO of LECIP CORPORATION</p>	42,520
<p>[Reason for nomination] As Director of the Company, Mr. Kitano has appropriately fulfilled his role as Director, including decision-making on important management matters and supervision of business execution. Furthermore, as Executive Officer in charge of sales of the Company, he has appropriately performed his role as Executive Officer, assuming his responsibility to execute business operations in the sales division and has extensive knowledge of the overall sales operations. We therefore renominated him as a candidate for Director (excluding Directors who are Audit and Supervisory Committee Members).</p>			

- Notes:
1. There are no special interests between each candidate and the Company.
 2. Ms. Hiroko Mitsui is a biological daughter of Mr. Makoto Sugimoto, President and CEO of the Company.
 3. The “Number of shares of the Company held” is as of March 31, 2026.
 4. In accordance with Article 430-3, Paragraph 1 of the Companies Act, the Company has entered into a directors and officers liability insurance agreement (management risk protection insurance agreement) with an insurance company. The agreement covers losses incurred by the insured, including the Company’s Directors, due to damage claims brought during the insurance period for acts performed in the capacity as company officers. (However, damages that arise from the intentional violation of laws and regulations, are exempt from such insurance agreement.) If each candidate is formally appointed and assumes office as Director (excluding Directors who are Audit and Supervisory Committee Members), he or she will be insured under the said insurance agreement. Furthermore, the

aforementioned insurance agreement is scheduled to be renewed with its current terms at the upcoming renewal.

Proposal 2: Election of Three (3) Directors who are Audit and Supervisory Committee Members

The terms of office of all three (3) Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this General Meeting of Shareholders.

Accordingly, the Company proposes to elect three (3) Directors who are Audit and Supervisory Committee Members.

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

The candidates for Directors who are Audit and Supervisory Committee Members are as follows.

No.		Name	Current positions and responsibilities at the Company	Attendance at the Board of Directors meetings	Attendance at the Audit and Supervisory Committee Meetings
1	[Reappointment] [Outside] [Independent]	Kiyohiro Shii	Director, Audit and Supervisory Committee Member (Outside)	13/13 (100%)	13/13 (100%)
2	[Reappointment] [Outside] [Independent]	Miwa Yamaguchi	Director, Audit and Supervisory Committee Member (Outside)	13/13 (100%)	13/13 (100%)
3	[New] [Outside] [Independent]	Mamiko Yatabe	-	-	-

[Reappointment] Candidate for reappointed Director

[Outside] Candidate for Outside Director

[New] Candidate for newly appointed Director

[Independent] Candidate for Independent Officer

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	<p>Kiyohiro Shii (September 27, 1961)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Attendance at the Board of Directors meetings] 13/13 (100%)</p> <p>[Attendance at the Audit and Supervisory Committee Meetings] 13/13 (100%)</p>	<p>April 1985 Joined Nagoya Regional Taxation Bureau</p> <p>July 2011 Deputy District Director, Ise Tax Office</p> <p>July 2012 Deputy District Director, Nagoya-Naka Tax Office</p> <p>July 2016 District Director, Iyo-Saijo Tax Office, Takamatsu Regional Taxation Bureau</p> <p>July 2017 Director, Planning Division, Planning and Administration Department, Nagoya Regional Taxation Bureau</p> <p>July 2018 District Director, Nakagawa Tax Office</p> <p>July 2020 Deputy Assistant Regional Commissioner, Planning and Administration Department, Nagoya Regional Taxation Bureau</p> <p>July 2021 Assistant Regional Commissioner, Large Enterprise Department, Nagoya Regional Taxation Bureau</p> <p>August 2022 Registered as Certified Public Tax Accountant Director, Shii Kiyohiro Tax Accountant Office (Current)</p> <p>June 2024 Outside Director (Audit and Supervisory Committee Member) of the Company (Current)</p> <p>[Significant concurrent positions] Director, Shii Kiyohiro Tax Accountant Office</p>	2,000
<p>[Reason for nomination as Candidate for Director and Summary of Expected Roles]</p> <p>Mr. Shii has been nominated as a candidate for Outside Director because he has extensive experience working at Regional Taxation Bureaus over many years and a high level of expertise in finance and accounting as a Certified Public Tax Accountant. The Company expects him to continue to leverage this experience and knowledge to supervise and provide advice on the execution of duties by Directors from a professional perspective, and to be involved in and oversee the selection of officer candidates and the determination of officer remuneration, etc. from an objective and neutral standpoint. We therefore renominated him as a candidate for Outside Director.</p> <p>Although Mr. Shii has never been directly involved in the management of a company, the Company has determined that, for the reasons stated above, he will be able to appropriately fulfill his duties as Outside Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	<p>Miwa Yamaguchi (May 27, 1970)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Attendance at the Board of Directors meetings] 13/13 (100%)</p> <p>[Attendance at the Audit and Supervisory Committee Meetings] 13/13 (100%)</p>	<p>April 1993 Joined Nagase & Co., Ltd.</p> <p>September 2001 Joined DeeCorp Co., Ltd.</p> <p>June 2002 Joined IT agent, Inc.</p> <p>October 2004 Joined ASKUL Corporation</p> <p>July 2012 Executive Officer, e-Procurement Solution Unit, B-to-B Company, ASKUL Corporation</p> <p>September 2012 Executive Officer, Executive Officer, e-Procurement Solution Unit, B-to-B Company, ASKUL Corporation</p> <p>July 2017 Representative Director, President and CEO, SOLOEL Corporation</p> <p>March 2020 Executive Officer, Executive Officer, Technology Unit, Executive Officer, e-Procurement Solution Unit, and Executive Officer, SOLOEL Business Unit, ASKUL Corporation</p> <p>December 2020 Executive Officer, Executive Officer, e-Procurement Solution Unit, and Executive Officer, SOLOEL Business Unit, ASKUL Corporation</p> <p>May 2021 Executive Officer, Vice Executive Officer, e-Procurement Solution Division, ASKUL Business Unit, and General Manager, SOLOEL Business Division, ASKUL Corporation</p> <p>May 2022 Vice Executive Officer, Brand Management Division, Merchandising Unit, ASKUL Corporation</p> <p>June 2023 Outside Director (Audit and Supervisory Committee Member) of the Company (Current)</p> <p>May 2024 Vice Executive Officer, Quality and Environmental Management Division, Merchandising Unit, ASKUL Corporation</p> <p>May 2025 Legal & Security Division, Security Management, ASKUL Corporation</p> <p>June 2025 President and Representative Director, AmireLink Co., Ltd. (Current)</p> <p>March 2026 General Manager, Sales Division, Agent Sales, ASKUL Corporation (Current)</p> <p>[Significant concurrent positions] President and Representative Director, AmireLink Co., Ltd. General Manager, Sales Division, Agent Sales, ASKUL Corporation</p>	2,000
<p>[Reason for nomination as Candidate for Director and Summary of Expected Roles] Ms. Yamaguchi has been nominated as a candidate for Outside Director because she has extensive experience and a high level of expertise in IT and marketing at other companies. The Company expects her to continue to leverage this experience and knowledge to supervise and provide advice on the execution of duties by Directors from a professional perspective, and to be involved in and oversee the selection of officer candidates and the determination of officer remuneration, etc. from an objective and neutral standpoint. We therefore renominated her as a candidate for Outside Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	Mamiko Yatabe (August 16, 1977) [New] [Outside] [Independent]	October 2005 Registered as Attorney at Law Joined Furuta and Associates Law Firm (currently Clair Law Firm) November 2008 Joined Legal Department, VALQUA, LTD. April 2015 Executive Officer, General Manager of Legal Division, VALQUA, LTD. April 2017 Executive Officer, General Manager of Legal Division, in charge of Intellectual Property Division, VALQUA, LTD. April 2021 Managing Executive Officer, Chief Compliance Officer (CCO), in charge of Legal Division, Environmental Management Division, and Internal Audit Office, VALQUA, LTD. April 2026 Director, BIZLEX Law Firm (Current) [Significant concurrent positions] Director, BIZLEX Law Firm	-
<p>[Reason for nomination as Candidate for Director and Summary of Expected Roles] Ms. Yatabe has been nominated as a candidate for Outside Director because she has extensive experience and a high level of expertise as an attorney and as an officer at other companies. The Company expects her to leverage this experience and knowledge to supervise and provide advice on the execution of duties by Directors from a professional perspective, and to be involved in and oversee the selection of officer candidates and the determination of officer remuneration, etc. from an objective and neutral standpoint. We therefore nominated her as a candidate for Outside Director.</p>			

- Notes:
1. Ms. Mamiko Yatabe is a newly elected candidate.
 2. There are no special interests between any of the candidates and the Company.
 3. Mr. Kiyohiro Shii, Ms. Miwa Yamaguchi, and Ms. Mamiko Yatabe are candidates for Outside Director.
 4. “Number of shares of the Company held” states the number of shares owned as of March 31, 2026.
 5. The Company has entered into agreements with Mr. Kiyohiro Shii and Ms. Miwa Yamaguchi to limit their liability for damages pursuant to Article 427, Paragraph 1 of the Companies Act, which limits the liability for damages set forth in Article 423, Paragraph 1 of the same Act. The limit of liability for damages under such agreements is the minimum liability limit prescribed in Article 425, Paragraph 1 of the Companies Act, and the Company intends to continue such agreements if the reelection of both individuals is approved. If the election of Ms. Mamiko Yatabe is approved, the Company intends to enter into a new agreement with her containing the same terms.
 6. In accordance with Article 430-3, Paragraph 1 of the Companies Act, the Company has entered into a directors and officers liability insurance agreement (management risk protection insurance agreement) with an insurance company. The agreement covers losses incurred by the insured, including the Company’s Directors who are Audit and Supervisory Committee Members, due to damage claims brought during the insurance period for acts performed in the capacity as company officers. (However, damages that arise from the intentional violation of laws and regulations, are exempt from such insurance agreement.) If each candidate is formally appointed and assumes office as Director who is an Audit and Supervisory Committee Member, he or she will be insured under the said insurance agreement. Furthermore, the aforementioned insurance agreement is scheduled to be renewed with its current terms at the upcoming renewal.
 7. Mr. Kiyohiro Shii will have served as Outside Director (Audit and Supervisory Committee Member) for two years at the conclusion of this General Meeting of Shareholders.

8. Ms. Miwa Yamaguchi will have served as Outside Director (Audit and Supervisory Committee Member) for three years at the conclusion of this General Meeting of Shareholders.
9. The Company has designated Mr. Kiyohiro Shii and Ms. Miwa Yamaguchi as “independent officers” as stipulated by the Tokyo Stock Exchange and the Nagoya Stock Exchange and has submitted notifications to both exchanges accordingly. The Company intends to continue such designations if the reelection of both individuals is approved.
10. Ms. Mamiko Yatabe satisfies the requirements for independent officers as stipulated by the Tokyo Stock Exchange and the Nagoya Stock Exchange, and the Company intends to designate her as an independent officer if her election is approved.

(Reference) Independence Criteria of the Company

In addition to the independence criteria stipulated by the Tokyo Stock Exchange, the Company determines that a person who falls under any of the following criteria does not possess independence.

(1) A person who uses the Company or a subsidiary of the Company (hereinafter, the “COMPANY Group”) as a major business partner (*1), or an executive of such person

(2) A major business partner of the COMPANY Group (*2), or an executive of such business partner

(3) A consultant, accounting professional, or legal professional who receives a large amount of money (*3) or other property from the COMPANY Group other than officer remuneration (if the person receiving such property is a corporation, partnership, or other organization, this refers to a person belonging to such organization)

(4) A person who has recently (*4) fallen under any of the following 1. through 3.:

1. A person listed in (1), (2), or (3) above
2. An executive or non-executive director of a parent company of the Company
3. An executive of a sibling company of the Company

(5) A close relative (excluding those of minor importance) of any person listed in the following 1. through 5.:

1. A person listed in (1) through (4) above
2. An executive of a subsidiary of the Company
3. An executive or non-executive director of a parent company of the Company
4. An executive of a sibling company of the Company
5. A person who has recently fallen under 2. above or who was an executive of the Company

(6) Any other person who may have a conflict of interest with general shareholders

*1: “A person who uses the Company as a major business partner” refers to a person whose transaction amount with the Company in the most recent fiscal year accounts for 2% or more of such person’s annual consolidated total sales.

*2: “A major business partner” refers to a business partner whose transaction amount with the COMPANY Group in the most recent fiscal year accounts for 2% or more of the COMPANY Group's annual consolidated total sales.

*3: “A large amount of money” refers to an amount whose total value exceeds ¥10 million on average over the past three years.

*4: “Recently” refers to any point in time within the past three years.

[Reference] Skills matrix of the candidates for Board of Directors (after the Annual General Meeting of Shareholders on June 23, 2026)

What is a skills matrix?

A skills matrix is a table which summarizes the combination of “skills” and “diversity”, including the knowledge, aptitude and experience of each director, so that the Board might properly exercise its supervisory functions. The purpose of the skills matrix is to compare the knowledge and experience of directors required by the Company in light of the management strategy of the Company with the knowledge and experience of current directors and director candidates; disclose the composition of the Board is, on the whole, well-balanced; and reveal the appropriateness of appointment of directors given the Company’s management strategy.

The Company nominates candidates for Directors with due consideration given to the balance of knowledge, experience, ability, and diversity. If the proposal at this General Meeting of Shareholders is approved and resolved as proposed, the skills matrix for each director will be as follows.

	Positions at the Company	Management	Finance / Accounting	Legal /Risk/ Compliance	Global	Sales / Marketing	DX / Digital	Sustainability / Diversity	HR / Labor	Research / Development
Makoto Sugimoto	President and CEO	●	●		●	●	●	●	●	
Hiroko Mitsui	Senior Managing Director	●			●	●	●	●	●	
Norihiro Shinagawa	Managing Director	●	●	●	●		●	●	●	
Koji Iwasa	Director	●		●	●	●	●			●
Motoaki Kitano	Director	●				●	●			
Kiyohiro Shii	Director, Audit and Supervisory Committee Member (Outside)		●	●						
Miwa Yamaguchi	Director, Audit and Supervisory Committee Member (Outside)	●				●	●	●		
Mamiko Yatabe	Director, Audit and Supervisory Committee Member (Outside)	●		●	●			●	●	

* The skills matrix will be formally finalized upon resolution of the Annual General Meeting of Shareholders of the Company on June 23, 2026 and the Board of Directors meeting thereafter.

Definition of Skills and Reasons for Selection

Name of Skill	Definition and Reason for Selection
Management	<ul style="list-style-type: none"> • Core skills for corporate management, including business administration, vision and strategic planning, and leadership. • Required to make decisions on medium- to long-term management policies and strategies.
Finance / Accounting	<ul style="list-style-type: none"> • Skills to appropriately manage and administer business resources, and to build a good relationship and trust with the capital market. • Required to invest for growth, promote capital policy, supervise business, and manage risks.
Legal / Risk / Compliance	<ul style="list-style-type: none"> • Skills to accurately recognize, evaluate, and respond to various potential risks that may arise from external environment or business operations, and to conduct fair and appropriate management. • Required to establish a governance system based on compliance with laws and regulations and proper risk management.
Global	<ul style="list-style-type: none"> • Skills to promote business strategies that effectively utilize business resources in a global environment. • Required to expand business scope through establishing business models, organizations, distribution and operation systems overseas.
Sales / Marketing	<ul style="list-style-type: none"> • Skills to promote efficient supply chain and sales strategies, brand value management, and effective marketing strategies. • Required to meet the changing needs of customers, offer value-added products, and make decisions on future product strategies and sales policies.
DX / Digital	<ul style="list-style-type: none"> • Skills to promote the implementation and expansion of the services for existing business, and the creation of new businesses and new services through the utilization of DX and digital technology. • Required to promote new value creation by utilizing digital technology, which will be essential for the creation of new businesses.
Sustainability / Diversity	<ul style="list-style-type: none"> • Skills in non-financial factors that support the company's sustainability, such as environment, society, governance, and human capital. • Required to solve environmental and social issues through business activities, and to enhance sustainable corporate value by utilizing diversified human resources.
HR / Labor	<ul style="list-style-type: none"> • Skills to promote the creation of corporate value through the appropriate securing and development of human capital and planning and implementing human resources management and strategies. • Required to appropriately maintain and nurture human capital, enable them to fully demonstrate their capabilities, and enhance corporate value.
Research / Development	<ul style="list-style-type: none"> • Skills to promote R&D, technology development which will create business seeds, and promote product quality enhancement. • Required to produce and develop products and services, enhance their quality, and create new value.

Proposal 3: Election of One (1) Substitute Director who is an Audit and Supervisory Committee Member

To prepare for the case where the number of Directors who are Audit and Supervisory Committee Members falls below the number required by laws and regulations, the Company proposes the election of one (1) Substitute Director who is an Audit and Supervisory Committee Member.

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

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

Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
Reona Muto (March 2, 1974) [Outside] [Independent]	October 2001 Registered as Attorney at Law Joined Yajima Law Firm January 2009 Director, R Citizens Law Firm (Current) April 2024 President, Gifu Bar Association [Significant concurrent positions] Director, R Citizens Law Firm	-

[Reason for nomination as Candidate for Director and Summary of Expected Roles]
 Mr. Muto has been nominated as a candidate for Substitute Outside Director because he has extensive experience and a high level of expertise as an attorney. The Company expects him to leverage this experience and knowledge to supervise and provide advice on the execution of duties by Directors from a professional perspective. In addition, if he assumes office as a Director who is an Audit and Supervisory Committee Member, he is expected to be involved in the selection of officer candidates and the determination of officer remuneration, etc. from an objective and neutral standpoint. Although Mr. Muto has never been directly involved in the management of a company, the Company has determined that, for the reasons stated above, he will be able to appropriately fulfill his duties as Outside Director.

- Notes:
1. There are no special interests between the candidate and the Company.
 2. Mr. Muto is a candidate for Substitute Outside Director.
 3. “Number of shares of the Company held” states the number of shares owned as of March 31, 2026.
 4. If Mr. Muto assumes office as a Director who is an Audit and Supervisory Committee Member, the Company intends to enter into an agreement with him to limit his liability for damages pursuant to Article 427, Paragraph 1 of the Companies Act, which limits the liability for damages set forth in Article 423, Paragraph 1 of the same Act. The limit of liability for damages under such agreement is the minimum liability limit prescribed in Article 425, Paragraph 1 of the Companies Act.
 5. In accordance with Article 430-3, Paragraph 1 of the Companies Act, the Company has entered into a directors and officers liability insurance agreement (management risk protection insurance agreement) with an insurance company. The agreement covers losses incurred by the insured, including the Company’s Directors who are Audit and Supervisory Committee Members, due to damage claims brought during the insurance period for acts performed in the capacity as company officers. (However, damages that arise from the intentional violation of laws and regulations, are exempt from such insurance agreement.) If Mr. Muto assumes office as a Director who is an Audit and Supervisory Committee Member, he will be insured under the said insurance agreement.
 6. If Mr. Muto assumes office as a Director who is an Audit and Supervisory Committee Member, the Company intends to designate him as an “independent officer” as stipulated by the Tokyo Stock Exchange and the Nagoya Stock Exchange and submit notifications to both exchanges accordingly.