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Securities Code: 8007

Date of sending by postal mail: June 3, 2026

Start date of measures for electronic provision: June 2, 2026

To our shareholders:

Koichi Takashima, Representative Director and President  
**Takashima & Co., Ltd.**  
2-2 Kandasurugadai, Chiyoda-ku, Tokyo

## Notice of the 138th Annual General Meeting of Shareholders

We cordially inform you that the 138th Annual General Meeting of Shareholders of Takashima & Co., Ltd. (the “Company”) will be held as set forth below.

When convening the 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 the measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the following respective websites. Please access any of the websites by using the Internet address shown below to review the information.

The Company’s website:

<https://www.tak.co.jp/en/index.html>

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

Website for posting materials for the General Meeting of Shareholders

<https://d.sokai.jp/8007/teiji/> (in Japanese)

**If you are unable to attend the meeting in person, you can exercise your voting rights via either of the following methods. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights.**

[Exercise of voting rights via the Internet]

Please indicate your vote for or against the proposal on the website for exercising voting rights designated by the Company (<https://www.web54.net>) (in Japanese), **and exercise your voting rights by 5:00 p.m. on Monday, June 22, 2026.**

[Exercise of voting rights in writing (by post)]

Please indicate your vote for or against the proposal on the voting form **and return it so that it arrives no later than 5:00 p.m. on Monday, June 22, 2026.**

**1. Date and Time:** Tuesday, June 23, 2026, at 10:00 a.m. (JST)  
(Reception will open at 9:30 a.m.)

**2. Venue:** BELLESALLE Jimbocho Annex  
1F Sumitomo Fudosan Chiyoda First Wing  
2-36-1 Kandajinbocho, Chiyoda-ku, Tokyo

### **3. Agenda**

#### **Items to be reported:**

1. Reports on the Business Report and Consolidated Financial Statements for the 138th Fiscal Term (April 1, 2025 to March 31, 2026), and results of audits by the Financial Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
2. Reports on the Non-consolidated Financial Statements for the 138th Fiscal Term (April 1, 2025 to March 31, 2026)

#### **Item to be resolved:**

- Proposal No. 1:** Partial Amendments to the Articles of Incorporation
- Proposal No. 2:** Election of Four Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)
- Proposal No. 3:** Election of Five Directors Who Are Audit and Supervisory Committee Members
- Proposal No. 4:** Revision of Details of Remuneration Plan for Directors (Excluding Directors Who Are Audit and Supervisory Committee Members and Outside Directors Who Are Not Audit and Supervisory Committee Members)

### **4. Items Relating to the Convocation**

- If you exercise your voting rights more than once via the Internet, etc., the last vote will be treated as a valid vote.
- If you exercise your voting rights more than once via the Internet, etc. and in writing (by mail), the vote exercised via the Internet, etc. will be treated as the valid vote, regardless of the arrival date and time.
- If you exercise your voting rights in writing (by mail) and do not indicate your vote for or against the proposal on the voting form, it will be treated as if you indicated your approval.
- Please also refer to the “Instructions for the Exercise of Voting Rights” described below (in Japanese only).

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\* If attending the meeting in person, please present the voting form at the reception desk.

\* If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the Company’s aforementioned website and the website for posting materials for the general meeting of shareholders.

## Reference Documents for the General Meeting of Shareholders

### Proposal and Reference Information

#### Proposal No. 1: Partial Amendments to the Articles of Incorporation

1. Reason for the Proposal

To enable the Company to build a management structure that can respond to changes in the business environment quickly and flexibly, the current Articles of Incorporation will be amended as necessary to reflect the change in the Company's representative directors from one to two, comprising a Representative Director and Chairperson and a Representative Director and President.

2. Details of the Amendment

The details of the amendments are as follows:

(The underlined parts indicate the amended portions)

Current Articles of Incorporation	Proposed amendments
Article 1.-13. (Articles Omitted)	Article 1.-13. (Articles remain unchanged)
<p>Article 14. (Convener and Chairperson of General Meetings of Shareholders)</p> <p>1. The Director and President shall convene general meetings of shareholders and chair the meetings.</p> <p>2. In cases where the Director and President is unable to act, another Director who is designated in accordance with an order of priority determined in advance by the Board of Directors shall convene the general meeting of shareholders and chair the meeting.</p>	<p>Article 14. (Convener and Chairperson of General Meetings of Shareholders)</p> <p>1. <u>The Director and Chairperson</u> or the Director and President shall convene general meetings of shareholders and chair the meetings.</p> <p>2. In cases where both <u>the Director and Chairperson</u> and the Director and President are unable to act, another Director who is designated in accordance with an order of priority determined in advance by the Board of Directors shall convene the general meeting of shareholders and chair the meeting.</p>
Article 15.-22. (Articles Omitted)	Article 15.-22. (Articles remain unchanged)
<p>Article 23. (Convener and Chairperson of Board of Directors Meetings)</p> <p>1. Unless otherwise provided for by laws and regulations, the Director and Chairperson shall convene the Board of Directors meetings and chair the meetings.</p> <p>2. In cases where the post of the Director and Chairperson is vacant, or the Director and Chairperson is unable to act, the Director and President shall convene the Board of Directors meeting and chair the meeting. <u>In such cases, if the Director and President is unable to act,</u> another Director who is designated in accordance with an order of priority determined in advance by the Board of Directors shall convene the Board of Directors meeting and chair the meeting.</p>	<p>Article 23. (Convener and Chairperson of Board of Directors Meetings)</p> <p>1. Unless otherwise provided for by laws and regulations, the Director and Chairperson <u>or the Director and President</u> shall convene the Board of Directors meetings and chair the meetings.</p> <p>2. In cases where the posts of the Director and Chairperson <u>and the Director and President</u> are vacant, or the Director and Chairperson <u>and the Director and President</u> are unable to act, another Director who is designated in accordance with an order of priority determined in advance by the Board of Directors shall convene the Board of Directors meeting and chair the meeting.</p>
Article 24.-26. (Articles Omitted)	Article 24.-26. (Articles remain unchanged)
<p>Article 27. (Representative Director)</p> <p>The Board of Directors shall, by its resolution, select a Representative Director from among the Directors (excluding Directors who are Audit and Supervisory Committee Members).</p>	<p>Article 27. (Representative Director)</p> <p>The Board of Directors shall, by its resolution, select <u>one or more</u> Representative Directors from among the Directors (excluding Directors who are Audit and Supervisory Committee Members).</p>

Current Articles of Incorporation	Proposed amendments
<p>Article 28. (Directors With Special Titles) The Board of Directors may appoint, by its resolution, <u>one</u> Director and Chairperson, <u>one</u> Director and President from among the Directors (excluding Directors who are Audit and Supervisory Committee Members).</p>	<p>Article 28. (Directors With Special Titles) The Board of Directors shall, by its resolution, <u>select one Director and President</u> from among the Directors (excluding Directors who are Audit and Supervisory Committee Members). <u>In addition</u>, the Board of Directors may <u>select one or more</u> Director and Chairperson, and Director and <u>Vice</u> Presidents.</p>
<p>Article 29.-43., Supplementary Provisions (Articles Omitted)</p>	<p>Article 29.-43., Supplementary Provisions (Articles remain unchanged)</p>

**Proposal No. 2:** Election of Four Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all four Directors (excluding Directors who are Audit and Supervisory Committee Members; hereinafter, the same applies in this proposal) will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of four Directors. Furthermore, with regard to this proposal, the Company has obtained an opinion from the Audit and Supervisory Committee to the effect that all candidates for Director are qualified.

The candidates for Director are as follows:

Candidate No. <b>1</b>	<b>Koichi Takashima</b> (Date of birth: August 8, 1952)	<input type="checkbox"/> Male	<input type="checkbox"/> Reelection																
Number of the Company's shares owned 545,140  Number of years in office 24  Attendance at Board of Directors meetings 15/15	<p><b>[Career summary, and position and responsibility in the Company]</b></p> <table border="0"> <tr> <td style="padding-right: 20px;">Feb. 1978</td> <td>Joined Procter &amp; Gamble Japan</td> </tr> <tr> <td>July 2000</td> <td>External Relations Director of Procter &amp; Gamble Far East Inc.</td> </tr> <tr> <td>June 2002</td> <td>Joined the Company Director and Vice President</td> </tr> <tr> <td>June 2003</td> <td>Representative Director and Vice President</td> </tr> <tr> <td>June 2004</td> <td>Representative Director and President</td> </tr> <tr> <td>Apr. 2016</td> <td>Representative Director and President, and Division Chief of Industrial Solutions Division</td> </tr> <tr> <td>June 2016</td> <td>Representative Director and President, Chief Executive Officer, and Division Chief of Industrial Solutions Division</td> </tr> <tr> <td>Apr. 2018</td> <td>Representative Director and President, and Chief Executive Officer (current position)</td> </tr> </table> <p><b>Reasons for nomination as candidate for Director</b>                  Koichi Takashima joined the Company in 2002 after gaining operational experience in international and domestic marketing, sales departments, and other areas. As such, Mr. Takashima possesses abundant experience in management positions. Since 2004, he has proactively engaged in activities in his position supervising Group management as Representative Director and President of the Company, and thus has contributed to enhancing the corporate value of the Company. Based on these achievements, the Company has judged that he can be expected to continue to utilize his experience and other qualities in the execution of business operations and the supervision of management as a Director of the Company.</p>			Feb. 1978	Joined Procter & Gamble Japan	July 2000	External Relations Director of Procter & Gamble Far East Inc.	June 2002	Joined the Company Director and Vice President	June 2003	Representative Director and Vice President	June 2004	Representative Director and President	Apr. 2016	Representative Director and President, and Division Chief of Industrial Solutions Division	June 2016	Representative Director and President, Chief Executive Officer, and Division Chief of Industrial Solutions Division	Apr. 2018	Representative Director and President, and Chief Executive Officer (current position)
Feb. 1978	Joined Procter & Gamble Japan																		
July 2000	External Relations Director of Procter & Gamble Far East Inc.																		
June 2002	Joined the Company Director and Vice President																		
June 2003	Representative Director and Vice President																		
June 2004	Representative Director and President																		
Apr. 2016	Representative Director and President, and Division Chief of Industrial Solutions Division																		
June 2016	Representative Director and President, Chief Executive Officer, and Division Chief of Industrial Solutions Division																		
Apr. 2018	Representative Director and President, and Chief Executive Officer (current position)																		

Candidate No. 2

**Akira Yamamoto**

(Date of birth: February 9, 1963)

Male

Reelection

<p>Number of the Company's shares owned 74,611</p> <p>Number of years in office 8</p> <p>Attendance at Board of Directors meetings 15/15</p>	<p><b>[Career summary, and position and responsibility in the Company]</b></p> <p>Apr. 1987      Joined Osaka Totsu Co., Ltd. (currently Kansai Totsu Co., Ltd.)</p> <p>Oct. 1991      Joined Marubeni Synthetic Resin Products Co., Ltd. (currently Marubeni Plax Corporation)</p> <p>Feb. 2010      Joined the Company Special Sales Promotion Osaka Business Unit Manager of Construction Supply Division</p> <p>Apr. 2011      Manager of Chugoku Office, Construction Supply Division</p> <p>Apr. 2013      Deputy General Manager of West Japan Business Development Department, Construction Supply Division</p> <p>Apr. 2014      General Manager of East Japan Business Development Department, Construction Supply Division</p> <p>June 2016      Audit &amp; Supervisory Board Member of TOHKEN inc. (current position)</p> <p>Apr. 2017      Executive Officer and General Manager of East Japan Business Development Department, Construction Supply Solutions Division of the Company</p> <p>Apr. 2018      Executive Officer, Deputy Division Chief of Construction Supply Solutions Division, and General Manager of East Japan Business Development Department</p> <p>June 2018      Director, Executive Officer, Deputy Division Chief of Construction Supply Solutions Division, and General Manager of East Japan Business Development Department</p> <p>Apr. 2020      Director, Executive Officer, and Division Chief of Construction Supply Solutions Division</p> <p>Apr. 2021      Director, Managing Executive Officer, and Division Chief of Construction Supply Division</p> <p>Apr. 2024      Director, Senior Managing Executive Officer, and Division Chief of Construction Supply Division</p> <p>Apr. 2026      Director, Senior Managing Executive Officer, Assistant to President (current position)</p>
	<p><b>Reasons for nomination as candidate for Director</b></p> <p>Akira Yamamoto possesses abundant experience in management positions, having gained operational experience in sales departments. Since 2017, Mr. Yamamoto has proactively engaged in activities in his position supervising the most important areas of the construction supply business as Executive Officer of the Company, and has contributed to enhancing the corporate value of the Company in his position continuing to supervise the most important areas of the construction supply business as a Director of the Company since 2018, and in his position supervising the construction supply business as a whole since April 2020. Based on these achievements, the Company believes that he can contribute to the further development of the Company in the future and has judged that he can be expected to continue to utilize his experience and other qualities in the execution of business operations and the supervision of management as a Director.</p>

Candidate No. 3

**Toshio Goto**

(Date of birth: December 12, 1959)

Male

Reelection

<p>Number of the Company's shares owned 244,882</p> <p>Number of years in office 14</p> <p>Attendance at Board of Directors meetings 15/15</p>	<p><b>[Career summary, and position and responsibility in the Company]</b></p> <p>Apr. 1983      Joined the Company</p> <p>Oct. 1997      Manager Attached to Strategic Planning &amp; Management Office of the Company; President of iTak (International) Limited</p> <p>Apr. 2003      General Manager of Electronic Devices of the Company; President of iTak (International) Limited</p> <p>Apr. 2009      President of iTak (International) Limited</p> <p>June 2012      Director of the Company; President of iTak (International) Limited</p> <p>June 2016      Director and Group Executive Officer of the Company; President of iTak (International) Limited</p> <p>Apr. 2018      Director and Group Managing Executive Officer of the Company; President of iTak (International) Limited</p> <p>Apr. 2020      Director, Group Managing Executive Officer, and Division Chief of Device Solutions Division of the Company; President of iTak (International) Limited</p> <p>Apr. 2021      Director, Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited</p> <p>Apr. 2023      Director, Senior Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited</p> <p>Apr. 2024      Director, Senior Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited; Director of Takashima Industries Co., Ltd.</p> <p>May 2026      Director, Senior Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited (current position)</p>
	<p><b>Reasons for nomination as candidate for Director</b></p> <p>Toshio Goto possesses abundant experience in management positions, having gained operational experience in international sales departments. Since 2012, Mr. Goto has promoted international business development, etc., in his position supervising the electronic devices business as a Director of the Company, and thus has contributed to enhancing the corporate value of the Company. Based on these achievements, the Company has judged that he can be expected to continue to utilize his experience and other qualities in the execution of business operations and the supervision of management as a Director of the Company.</p>

Candidate No. <b>4</b>	<b>Junko Kawai</b> (Date of birth: December 10, 1974)	Female	Reelection Outside Independent
Number of the Company's shares owned 940  Number of years in office 1  Attendance at Board of Directors meetings 11/11	<p><b>[Career summary, and position and responsibility in the Company]</b></p> <p>Nov. 2002 Passed the national bar examination          Oct. 2004 Registered as attorney (Osaka Bar Association)          Oct. 2004 Joined Umegae-Chuo Law Firm (currently Umegae-Chuo Legal Profession Corporation)          Mar. 2008 Partner Attorney of Umegae-Chuo Legal Profession Corporation (current position)          May 2010 Finished master's program at Duke University School of Law (LL.M)          Aug. 2010 Worked at Masuda, Funai, Eifert &amp; Mitchell, Ltd. (Chicago)          July 2011 Registered as attorney in New York State, U.S.          Dec. 2011 Worked at JunHe LLP (Beijing)          June 2013 Finished master's program at Peking University Law School          Apr. 2016 Outside Director and Audit and Supervisory Committee Member of Kamakura Shinsho Ltd. (current position)          June 2019 Outside Director of cocokara fine Inc. (currently MatsukiyoCocokara &amp; Co.) (current position)          Apr. 2023 Outside Auditor of MIC Co., Ltd. (current position)          June 2025 Outside Director of the Company (current position)</p> <p><b>Overview of the Reasons for Nomination of Candidate for Outside Director and Expected Roles</b></p> <p>As an attorney, Junko Kawai has extensive experience and specialized knowledge in the fields of corporate law and compliance. As demands for companies to fulfill their responsibilities grow year by year, the Company expects her to utilize her knowledge to provide effective management oversight from an independent and objective standpoint. Although Ms. Kawai has no experience being involved in corporate management other than as an outside officer, the Company has judged that she will be able to properly perform the duties of an outside Director for the reasons stated above.</p>		

- Notes: 1. Junko Kawai is a candidate for outside Director.
2. There is no special interest between any of the candidates and the Company.
  3. The Company has entered into a contract with Junko Kawai for limitation of liability for damages to be incurred by the Company pursuant to Article 423, paragraph (1) of the Companies Act, in accordance with the provisions of Article 427, paragraph (1) of the Companies Act. The liability for damages under the contract is the minimum liability amount as set out in laws and regulations. The contract will be renewed if her proposed reelection is approved.
  4. The Company has filed notification with the Tokyo Stock Exchange that Junko Kawai is designated as an independent director under the rules of the Tokyo Stock Exchange. If her reelection is approved, she will remain an independent director.
  5. The Company has entered into a directors and officers liability insurance policy with an insurance company pursuant to Article 430-3, paragraph (1) of the Companies Act, whereby the Company's Directors are the insureds. The insurance covers damages that could arise under situations where an insured bears liability in regard to performance of duties or where an insured becomes subject to a claim seeking to hold them liable in that regard. All candidates for Director are to be the insureds under the directors and officers liability insurance policy should they be elected. In addition, when the policy is renewed next time, the Company plans to renew the policy with the same details.
  6. The number of the Company's shares owned by each candidate includes the number of shares they own through the Takashima Officer Shareholding Association.
  7. Because Junko Kawai was newly appointed as Director at the 137th Annual General Meeting of Shareholders held on June 24, 2025, the number of Board of Directors meetings she was eligible to attend differs from those of the other director candidates.
  8. Regarding attendance at Board of Directors meetings, in addition to the above number of times that such meetings were held, a written resolution was made once where it was deemed that the Board of Directors made a resolution in accordance with Article 370 of the Companies Act and the provision in Article 26, paragraph (2) of the Company's Articles of Incorporation.

**Proposal No. 3:** Election of Five Directors Who Are Audit and Supervisory Committee Members

The terms of office of all five Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of five Directors who are Audit and Supervisory Committee Members. Furthermore, with regard to this proposal, the Company has obtained consent from the Audit and Supervisory Committee.

The candidates to be Directors who are Audit and Supervisory Committee Members are as follows:

Candidate No. <b>1</b>	<b>Akifumi Ujita</b> (Date of birth: August 5, 1957)	Male	Reelection Outside Independent
Number of the Company's shares owned 10,868  Number of years in office 4  Attendance at Board of Directors meetings 15/15	<p><b>[Career summary, and position and responsibility in the Company]</b></p> <p>Apr. 1980      Joined The Dai-Ichi Kangyo Bank, Limited (currently Mizuho Bank, Ltd.)                  Jan. 1999      Deputy General Manager of New York Branch                  Apr. 2002      General Manager of Americas Department No. 1 of Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)                  May 2009      Joined SAKATA SEED CORPORATION                  June 2009      Executive Officer and General Manager of Accounting Dept.                  Aug. 2011      Director, Executive Officer and Senior General Manager of General Administration Div.                  June 2017      Director, Senior Executive Officer and Senior General Manager of General Administration Div.                  June 2021      Director, Managing Executive Officer in charge of General Administration Div.                  Aug. 2021      Corporate Governance Advisor (Advisor)                  June 2022      Outside Director (Full-time Audit and Supervisory Committee Member) of the Company (current position)</p> <p><b>Overview of the Reasons for Nomination of Candidates for Outside Director Who Are Audit and Supervisory Committee Members and Expected Roles</b></p> <p>Akifumi Ujita possesses operational experience spanning 29 years at financial institutions and ten years of executive experience at a commercial company. Based on these achievements, the Company has judged that he can be expected to continue to utilize his experience and other qualities in the auditing etc. of management as a Director who is an Audit and Supervisory Committee Member of the Company.</p>		

Candidate No. <b>2</b>	<b>Ren Shino</b> (Date of birth: February 26, 1957)	Female	Reelection Outside Independent
Number of the Company's shares owned 2,242  Number of years in office 8  Attendance at Board of Directors meetings 15/15	<p><b>[Career summary, and position and responsibility in the Company]</b></p> <p>Oct. 1986      Passed the national bar examination                  Apr. 1989      Registered as attorney (Dai-Ichi Tokyo Bar Association)                  Jan. 1990      Participated in establishment of KOHWA SOHGOH LAW OFFICES                                      Partner Attorney of KOHWA SOHGOH LAW OFFICES (current position)                  June 2016      Outside Director (Audit/Supervisory Committee Member) of SINANEN HOLDINGS CO., LTD. (current position)                  June 2018      Outside Director (Audit and Supervisory Committee Member) of the Company (current position)                  June 2019      Outside Audit &amp; Supervisory Board Member of MAEDA CORPORATION                  June 2022      Retired as Outside Audit and Supervisory Board Member</p> <p><b>Overview of the Reasons for Nomination of Candidates for Outside Director Who Are Audit and Supervisory Committee Members and Expected Roles</b></p> <p>Ren Shino possesses abundant experience and wide-ranging insight as an attorney well versed in the field of corporate law. The Company has assessed her as being a person capable of contributing to the enhancement of the management governance of the Company from the perspective of legal affairs. Although Ms. Shino has no past experience of involvement in corporate management other than as an outside Director or outside Audit and Supervisory Board Member, taking these points into consideration, the Company has judged that she can be expected to utilize her experience and other qualities in the auditing etc. of management as a Director who is an Audit and Supervisory Committee Member of the Company.</p>		

Candidate No. <b>3</b>	<b>Yasushi Aoki</b> (Date of birth: April 16, 1955)	Male	Reelection Outside Independent
Number of the Company's shares owned 18,242  Number of years in office 6  Attendance at Board of Directors meetings 15/15	<p><b>[Career summary, and position and responsibility in the Company]</b></p> <p>Apr. 1979      Joined Kao Sekken Co., Ltd. (currently Kao Corporation)          Feb. 2000      General Manager of Organization &amp; Planning Group Department, Personnel Division          Mar. 2004      Supervising Personnel Development Division          Mar. 2011      Director, Managing Executive Officer, and Supervising Personnel and General Affairs Division of Kanebo Cosmetics Inc.          Mar. 2014      Supervising Human Resources Development Division of Kao Corporation Representative Director and Chair of Board of Directors of Kanebo Cosmetics Inc.          Mar. 2015      Managing Executive Officer of Kao Corporation          June 2020      Outside Director (Audit and Supervisory Committee Member) of the Company (current position)</p> <p><b>Overview of the Reasons for Nomination of Candidates for Outside Director Who Are Audit and Supervisory Committee Members and Expected Roles</b></p> <p>Yasushi Aoki possesses abundant experience in management positions, having gained operational experience in personnel, general affairs, and planning departments and other areas. Based on these achievements, the Company has judged that he can be expected to continue to utilize his experience and other qualities in the auditing etc. of management as a Director who is an Audit and Supervisory Committee Member of the Company.</p>		

Candidate No. <b>4</b>	<b>Shuichi Sakamoto</b> (Date of birth: October 13, 1957)	Male	Reelection Outside
Number of the Company's shares owned 4,847  Number of years in office 2  Attendance at Board of Directors meetings 15/15	<p><b>[Career summary, and position and responsibility in the Company]</b></p> <p>Apr. 1981      Joined Asahi Chemical Industry Co., Ltd. (currently Asahi Kasei Corp.)          Dec. 2003      General Manager of Acrylonitrile Global Marketing, Acrylonitrile Division of Asahi Kasei Chemicals Corp.          Apr. 2011      Executive Officer, General Manager of Performance Plastics Division          Apr. 2014      Director, Senior Executive Officer, General Manager, Acrylonitrile Division          Nov. 2014      Lead Executive Officer, General Manager, Corporate Strategy of Asahi Kasei Corp.          Apr. 2016      Senior Executive Officer (for Strategy, Accounting &amp; Finance, IT, IR), CFO          June 2016      Director, Senior Executive Officer (responsible for Strategy, Accounting &amp; Finance, IT, IR), CFO          Apr. 2019      Director, Primary Executive Officer (for Health Care)          Mar. 2023      Outside Director of NICCA CHEMICAL CO., LTD. (current position)          Apr. 2023      Director of Asahi Kasei Corp.          June 2023      Advisor          June 2024      Outside Director (Audit and Supervisory Committee Member) of the Company (current position);          Outside Director of Mitsubishi Chemical Group Corporation (current position)</p> <p><b>Overview of the Reasons for Nomination of Candidates for Outside Director Who Are Audit and Supervisory Committee Members and Expected Roles</b></p> <p>Shuichi Sakamoto possesses abundant experience in management positions, having gained business experience in the petrochemistry and health care sectors, and also operational experience in the management planning, accounting and finance, and IT departments and other areas. Based on these achievements, the Company has judged that he can be expected to utilize his experience and other qualities in the auditing etc. of management as a Director who is an Audit and Supervisory Committee Members of the Company.</p>		

Candidate No. <b>5</b>	<b>Norie Jinno</b> (Date of birth: February 11, 1967)	Female	New election Outside Independent
Number of the Company's shares owned 0	<b>[Career summary, and position and responsibility in the Company]</b> Oct. 1990      Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) Mar. 1994      Registered as a Certified Public Accountant May 2001      Established Jinno Certified Public Accountant Office (current position) Sept. 2001     Registered as a Tax Accountant Apr. 2015      Auditor of the National Research Institute for Earth Science and Disaster Resilience (part-time)		
Number of years in office -	<b>Overview of the Reasons for Nomination of Candidates for Outside Director Who Are Audit and Supervisory Committee Members and Expected Roles</b> Norie Jinno possesses expert knowledge and abundant experience as a certified public accountant and tax accountant. Although Ms. Jinno has no past experience of involvement in corporate management, based on these achievements, the Company has judged that she can be expected to utilize her experience and other qualities in the auditing etc. of management as a Director who is an Audit and Supervisory Committee Member of the Company.		
Attendance at Board of Directors meetings -			

- Notes: 1. Akifumi Ujita, Ren Shino, Yasushi Aoki, and Shuichi Sakamoto are candidates for outside Director. In addition, Norie Jinno is a new candidate for outside Director.
2. There is no special interest between any of the candidates and the Company.
3. The Company has entered into a contract with each of Akifumi Ujita, Ren Shino, Yasushi Aoki, and Shuichi Sakamoto for limitation of liability for damages to be incurred by the Company pursuant to Article 423, paragraph (1) of the Companies Act, in accordance with the provisions of Article 427, paragraph (1) of the Companies Act. The liability for damages under the contract is the minimum liability amount as set out in laws and regulations. The contract will be renewed if their proposed reelections are approved. In addition, if the election of Norie Jinno is approved, the Company is expected to enter into a contract of the same content with her for limitation of liability for damages to be incurred by the Company.
4. The Company has filed notification with the Tokyo Stock Exchange that Akifumi Ujita, Ren Shino, and Yasushi Aoki are designated as independent directors under the rules of the Tokyo Stock Exchange. If their reelections are approved, they will remain independent directors. In addition, if the election of Norie Jinno is approved, she will be registered as an independent director.
5. The Company has entered into a directors and officers liability insurance policy with an insurance company pursuant to Article 430-3, paragraph (1) of the Companies Act, whereby the Company's Directors are the insureds. The insurance covers damages that could arise under situations where an insured bears liability in regard to performance of duties or where an insured becomes subject to a claim seeking to hold them liable in that regard. All candidates for Director are to be the insureds under the directors and officers liability insurance policy should they be elected. In addition, when the policy is renewed next time, the Company plans to renew the policy with the same details.
6. Special Notes regarding candidates for outside Directors who are Audit and Supervisory Committee Members are as follows:
- Regarding independence of candidates
- In the past, Akifumi Ujita has experience of being someone who executed business for Mizuho Bank, Ltd., a specified associated service provider (major business partner) of the Company, but he retired from the said bank in March 2010.
- In the past 10 years, Shuichi Sakamoto has experience of being someone who executed business for Asahi Kasei Corporation, a specified associated service provider (major business partner) of the Company.
7. The number of the Company's shares owned by each candidate includes the number of shares they own through the Takashima Officer Shareholding Association.
8. Regarding attendance at Board of Directors meetings, in addition to the above number of times that such meetings were held, a written resolution was made once where it was deemed that the Board of Directors made a resolution in accordance with Article 370 of the Companies Act and the provision in Article 26, paragraph (2) of the Company's Articles of Incorporation.
9. Ren Shino will resign as Outside Director (Audit/Supervisory Committee Member) of SINANEN HOLDINGS CO., LTD. as of June 22, 2026.

**Reference: Skills Matrix of Directors**

The skills matrix below lists the areas (experience, knowledge, and abilities) that the Company’s Board of Directors should possess and the areas in which each Director can demonstrate particular expertise.

If Proposals No. 2 and No. 3 are approved as originally proposed, the skills matrix for the Company’s Directors will be as follows.

The positions are scheduled to be officially decided at the Board of Directors meeting following this Annual General Meeting of Shareholders.

		Position	Corporate Management	Sales/Business Development	Finance/M&A	Marketing/Planning/IR	IT/Digital	Human Assets/Labor Management/Organization Development	Legal/Risk Management/Audit	International Experience	Manufacturing/Technology/R&D
Koichi Takashima	Male	Representative Director and Chairperson Chief Executive Officer	●	●		●				●	
Akira Yamamoto	Male	Representative Director and President Chief Operating Officer	●	●							
Toshio Goto	Male	Director Senior Managing Executive Officer	●	●						●	●
Junko Kawai	Female	Outside Director							●	●	
Akifumi Ujita	Male	Outside Director (Full-time Audit and Supervisory Committee Member)	●		●				●	●	
Ren Shino	Female	Outside Director (Audit and Supervisory Committee Member)							●		
Yasushi Aoki	Male	Outside Director (Audit and Supervisory Committee Member)	●			●		●	●		
Shuichi Sakamoto	Male	Outside Director (Audit and Supervisory Committee Member)	●	●	●	●	●	●		●	
Norie Jinno	Female	Outside Director (Audit and Supervisory Committee Member)			●				●		

**Proposal No. 4:** Revision of Details of Remuneration Plan for Directors (Excluding Directors Who Are Audit and Supervisory Committee Members and Outside Directors Who Are Not Audit and Supervisory Committee Members)

1. Reasons for the Proposal

At the 130th Annual General Meeting of Shareholders held on June 27, 2018, it was approved that the amount of remuneration for the Company's Directors (excluding Directors who are Audit and Supervisory Committee Members; hereinafter, the same applies in this proposal) would be not more than 320 million yen per year.

On this occasion, with a view to more clearly defining incentives for the sustainable enhancement of corporate value and establishing a flexible remuneration system, the Company proposes to revise the details as described in 2. below while maintaining the current remuneration ceiling (annual amount).

At the Board of Directors held on May 20, 2026, regarding the policy for determining the details of individual Directors' remuneration, etc., the Company has resolved to change the details as described at the end of this proposal, subject to the approval of this proposal.

This proposal aims to more clearly align the remuneration plan for Directors with the Company's performance and to enhance awareness of contributions to the improvement of the Company's medium- to long-term performance and the enhancement of corporate value. As the proposal is consistent with the revised policy and the details have been determined by the Board of Directors following deliberation and a recommendation by the Remuneration Committee, the Company believes that this revision is appropriate.

If Proposal No. 2 is approved and adopted as originally proposed, the number of Directors covered by this proposal will be three.

Furthermore, the Company has obtained an opinion from the Audit and Supervisory Committee to the effect that the details of this proposal are appropriate, taking into account factors such as linkage to the Company's performance.

2. Amount and Details of Remuneration

The amount of remuneration for which approval is sought under this proposal shall remain at not more than 320 million yen per year. The details shall consist of fixed remuneration (basic remuneration) and performance-linked monetary remuneration.

The specific amounts of fixed remuneration (basic remuneration) and the calculation criteria for performance-linked monetary remuneration, as well as the specific amounts for each applicable director, will be determined by the Board of Directors based on the deliberations and recommendations of the Remuneration Committee, which is composed of a majority of independent outside directors. Furthermore, the existing "profit-linked monetary remuneration" will be abolished, subject to the approval of this proposal as originally proposed.

Note that performance-linked monetary remuneration will not be paid to outside Directors who are not Audit and Supervisory Committee Members, from the standpoint of objectivity.

[Reference: Policy for determining the details of individual Directors' remuneration, etc., after changes]

At the Board of Directors held on May 20, 2026, regarding the policy for determining the details of individual Directors' remuneration, etc., the Company has resolved to change the details as described below, subject to the approval of this proposal.

To ensure the transparency of the Remuneration Plan for Directors and to attract talent that contributes to the enhancement of the corporate value of the Group, the focus of remuneration for individual Directors is to achieve an appropriate level of remuneration according to their position, considering the balance with other companies' standards and employee salaries.

Additionally, a performance-linked monetary remuneration plan that incorporates individual contribution evaluations has been introduced to promote management that is conscious of improving the consolidated

group performance. At the same time, a Restricted Share-Based Remuneration Plan for Directors has been introduced to provide incentives for sustainable corporate value enhancement in the medium to long term and to clarify value sharing with shareholders.

Regarding the proportion of each type of remuneration, the guideline is approximately 60% fixed remuneration, 30% variable remuneration, and 10% share-based remuneration.

Moreover, to fully ensure the objectivity and accountability of remuneration for Directors, a Remuneration Committee, composed of the Representative Director and all non-executive Directors, with a non-executive Director serving as the chairperson, has been established as an advisory body to the Board of Directors. The Board of Directors will appropriately determine the individual remuneration of Directors.

a. Policy on basic remuneration

Basic remuneration is treated as fixed remuneration, with a predetermined annual amount for each position, divided into 12 parts and paid monthly.

b. Policy on performance-linked monetary remuneration

Performance-linked monetary remuneration is calculated by multiplying a predetermined standard amount for each position by a common predetermined standard number of months and a coefficient that adds the evaluation coefficient for individual contribution to the evaluation coefficient according to the achievement level of the consolidated group performance. The payment is made within one month after the date of the annual general meeting of shareholders for each fiscal year.

c. Policy on share based remuneration

Upon the appointment of Directors (including reappointment), restricted shares equivalent to the amount specified for each position are granted. The transfer restrictions are lifted upon the Director's resignation.