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(Stock Exchange Code 6136)

February 4, 2026

(Start date of measures for electronic provision: January 29, 2026)

To Shareholders with Voting Rights:

Norio Ishikawa
Chairman
OSG Corporation
3-22 Honnogahara, Toyokawa City,
Aichi Prefecture, Japan

NOTICE OF THE 113TH ORDINARY SHAREHOLDERS' MEETING

Dear Shareholders,

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

The 113th Ordinary Shareholders' Meeting of OSG Corporation (the "Company") will be held as described below.

In convening this Ordinary Shareholders' Meeting, the Company has taken measures for electronic provision and matters subject to measures for electronic provision are posted on the websites described on the next page.

- 1. Date and Time:** Friday, February 20, 2026 at 10:00 a.m. Japan time
(Reception starts at 9:00 a.m.)
- 2. Place:** "The Ballroom" 5F, Hotel Associa Toyohashi located at Nishijuku, Hanada-cho,
Toyohashi City, Aichi Prefecture, Japan
- 3. Meeting Agenda:**
 - Matters to be reported:**
 1. The Business Report, Consolidated Financial Statements, and Results of Audits on the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee for the Company's 113th Fiscal Year (December 1, 2024 - November 30, 2025)
 2. Non-Consolidated Financial Statements for the Company's 113th Fiscal Year (December 1, 2024 - November 30, 2025)
 - Proposals to be resolved:**
 - Proposal 1:** Appropriation of Surplus
 - Proposal 2:** Election of Two (2) Directors (Excluding Directors Serving as Audit & Supervisory Committee Members)
 - Proposal 3:** Election of Five (5) Directors Serving as Audit & Supervisory Committee Members
 - Proposal 4:** Payment of Bonuses to Directors

4. Websites on Which Matters Subject to Measures for Electronic Provision Are Posted

The matters subject to measures for electronic provision are included in the delivered documents or posted on the following websites as the “NOTICE OF THE 113TH ORDINARY SHAREHOLDERS’ MEETING” and “Other Matters Subject to Measures for Electronic Provision (Matters Excluded from Delivered Paper-Based Documents) Regarding the 113th Ordinary Shareholders’ Meeting.”

1. The Company’s website

https://www.osg.co.jp/en/about_us/ir/stock_info/notification.html

Please access the above website and select “The 113th Ordinary Shareholders’ Meeting (The fiscal year ended November 30, 2025)” on the page of “Notices” and review the information.

2. Listed Company Search (Tokyo Stock Exchange website)

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

Please access the above website, search by entering “OSG Corporation” in the “Issue name (company name)” field or the Company’s securities code of “6136” in the “Code” field, then select “Basic information” and “Documents for public inspection/PR information” in that order and review the information.

3. Website posting documents for Shareholders’ Meeting (in Japanese only)

<https://s.srdb.jp/6136/>

If you do not attend the Ordinary Shareholders’ Meeting, you can exercise your voting rights via the Internet, etc. or in writing. Please review the Reference Documents for the Shareholders’ Meeting included in the matters subject to measures for electronic provision and exercise your voting rights by 4:50 p.m. on Thursday, February 19, 2026.

Reference Documents for the Shareholders' Meeting

Proposals and References

Proposal 1: Appropriation of Surplus

Year-end dividend

With regard to dividends, the Company's general principle is to distribute appropriate returns in comprehensive consideration of the future management environment surrounding the Company group and performance prospects, with a basic policy of maintaining a consolidated dividend payout ratio of 35% or more.

The Company proposes the payment of dividends for the 113th fiscal year as follows.

(1) Allotment of dividends to shareholders and the total amount of dividends

¥60 per share of the Company's common stock Total amount ¥4,931,479,860

The annual dividend for the fiscal year, including the interim dividend, will be ¥88 per share (including a commemorative dividend of ¥28).

(2) Effective date of distribution of surplus

February 24, 2026

Proposal 2: Election of Two (2) Directors (Excluding Directors Serving as Audit & Supervisory Committee Members)

The terms of office of all two (2) Directors (excluding Directors serving as Audit & Supervisory Committee Members) will expire at the conclusion of this Ordinary Shareholders' Meeting. Accordingly, the election of two (2) Directors (excluding Directors serving as Audit & Supervisory Committee Members) is proposed.

This proposal has received an opinion from the Audit & Supervisory Committee stating that there are no significant findings.

The candidates for Directors (excluding Directors serving as Audit & Supervisory Committee Members) are as follows:

No.	Name	Positions and responsibilities at the Company	Attendance at meetings of the Board of Directors	Number of years served at the conclusion of this Ordinary Shareholders' Meeting
1	Norio Ishikawa <u>Reappointment</u>	Chairman & Chief Executive Officer	100% (12 out of 12 meetings)	22 years
2	Nobuaki Osawa <u>Reappointment</u>	President & Chief Operating Officer	100% (12 out of 12 meetings)	7 years

Reappointment: A candidate for reappointment as Director

No.	Name (Date of birth)	Past experience, positions and responsibilities at the Company, and significant concurrent positions
1	<p>Norio Ishikawa (December 23, 1955, 70 years old)</p> <p><u>Reappointment</u></p> <p>Positions and responsibilities at the Company: Chairman & Chief Executive Officer</p> <p>Number of shares in the Company held: 195,560</p> <p>Number of years served as Director at the conclusion of this Ordinary Shareholders' Meeting: 22 years</p> <p>Rate of attendance at meetings of the Board of Directors (number of attendance): 100% (12 out of 12 meetings)</p>	<p>May 1983 Seconded to OSG Tap and Die, Inc. (Currently OSG USA, INC.)</p> <p>August 1999 Director and President, OSG Europe S.A.</p> <p>February 2001 Director</p> <p>February 2003 Executive Officer</p> <p>February 2004 Director</p> <p>February 2007 President & Chief Operating Officer</p> <p>February 2017 President & Chief Executive Officer</p> <p>February 2021 Chairman & Chief Executive Officer (Current position)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Director, Nihon Hard Metal Co., Ltd. • Director, Sanwa Seiki Co., Ltd. • Director, OSG USA, INC. • Director, OSG Europe S.A. • Director, OSG Korea Corporation • Director and Chairman, Taiho Tool Mfg. Co., Ltd. • Director and Chairman, OSG (Shanghai) Co., Ltd. • Director, OSG Asia Pte Ltd. • Director, OSG THAI CO., LTD. <p>[Reason for appointment as a candidate for Director]</p> <p>Mr. Norio Ishikawa possesses a wealth of experience and knowledge gained through practical businesses in a wide range of fields including overseas business department and design and development department since joining the Company. He has been responsible for the management of the Company group as President & Chief Operating Officer since February 2007, as President & Chief Executive Officer since February 2017, and as Chairman & Chief Executive Officer since February 2021, and has been driving the businesses of the Company group with his strong leadership. He is expected to contribute to further strengthening the decision making of the Board of Directors as chairperson of the Board of Directors by promoting information sharing and utilizing his rich experience and track record. Accordingly, the Company has nominated him as a candidate for Director.</p>

No.	Name (Date of birth)	Past experience, positions and responsibilities at the Company, and significant concurrent positions
2	<p>Nobuaki Osawa (April 1, 1968, 57 years old)</p> <p><u>Reappointment</u></p> <p>Positions and responsibilities at the Company: President & Chief Operating Officer</p> <p>Number of shares in the Company held: 526,142</p> <p>Number of years served as Director at the conclusion of this Ordinary Shareholders' Meeting: 7 years</p> <p>Rate of attendance at meetings of the Board of Directors (number of attendance): 100% (12 out of 12 meetings)</p>	<p>November 1997 Seconded to Norman Taps and Dies Ltd. (Currently OSG UK Limited)</p> <p>October 2003 Representative Director, OSG UK Limited (Current position)</p> <p>December 2004 Representative Director and President, OSG Europe S.A.</p> <p>February 2010 Managing Director</p> <p>January 2014 Representative Director and Chairman, OSG Europe S.A. (Current position)</p> <p>September 2016 President, Osawa Scientific Studies Grants Foundation (Current position)</p> <p>February 2018 Managing Officer</p> <p>February 2019 Director and Senior Managing Officer</p> <p>February 2021 President & Chief Operating Officer (Current position)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Director, Nihon Hard Metal Co., Ltd. • Director, Sanwa Seiki Co., Ltd. • Director, OSG USA, INC. • Representative Director, OSG UK Limited • Representative Director and Chairman, OSG Europe S.A. • Director, OSG Korea Corporation • Director, OSG (Shanghai) Co., Ltd. • Director, OSG Asia Pte Ltd. • Director, OSG THAI CO., LTD. • President, Osawa Scientific Studies Grants Foundation <p>[Reason for appointment as a candidate for Director] Mr. Nobuaki Osawa possesses a wealth of experience and knowledge gained through practical businesses in a wide range of fields of overseas business department and sales department since joining the Company. He has participated in the management of the Company group as Managing Director since February 2010 to February 2018, as Managing Officer since February 2018, as Director and Senior Managing Officer since February 2019, and as President & Chief Operating Officer since February 2021, and has been driving the businesses of the Company group. He is expected to contribute to further strengthening the decision making of the Board of Directors as a member of the Board of Directors by promoting information sharing and utilizing his rich experience and track record. Accordingly, the Company has nominated him as a candidate for Director.</p>

- (Notes)
1. The Company has transactions such as sales of its product with the nine (9) companies in which Mr. Norio Ishikawa, a candidate for Director, holds significant concurrent positions.
 2. The Company has transactions such as sales of its product with nine (9) of the ten (10) companies in which Mr. Nobuaki Osawa, a candidate for Director, holds significant concurrent positions (the one exception is Osawa Scientific Studies Grants Foundation).
 3. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. In the event of claims for damages made against the insured directors and officers due to the executions of their duties during the insurance period, such damages and relevant litigation expenses and other expenses (with the exception of the exemptions specified in the insurance contract) shall be covered by the insurance contract. The Directors and Executive Officers of the Company and its domestic and overseas subsidiaries will be included in the insured parties of the insurance contract. The premiums of the insurance will be fully paid by the Company. If each candidate is elected and appointed to the position of Director, each Director will be included as the insured under this insurance contract. In addition, the Company plans to renew the insurance contract with the same content at the time of next renewal.

Proposal 3: Election of Five (5) Directors Serving as Audit & Supervisory Committee Members

The terms of office of all five (5) Directors serving as Audit & Supervisory Committee Members will expire at the conclusion of this Ordinary Shareholders' Meeting.

Accordingly, the election of five (5) Directors serving as Audit & Supervisory Committee Members is proposed.

The Audit & Supervisory Committee has given its prior approval to this proposal.

The candidates for Directors serving as Audit & Supervisory Committee Members are as follows:

No.	Name (Date of birth)	Past experience, positions and responsibilities at the Company, and significant concurrent positions
1	<p>Takehiro Tomiyoshi (May 29, 1959, 66 years old)</p> <p><u>Reappointment</u></p> <p>Positions and responsibilities at the Company: Director (Full-time Audit & Supervisory Committee Member)</p> <p>Number of shares in the Company held: 4,973</p> <p>Number of years served as Director at the conclusion of this Ordinary Shareholders' Meeting: 4 years</p> <p>Rate of attendance at meetings of the Board of Directors (number of attendance): 100% (12 out of 12 meetings)</p> <p>Rate of attendance at meetings of the Audit & Supervisory Committee (number of attendance): 100% (10 out of 10 meetings)</p>	<p>April 1982 Joined Nomura Securities Co., Ltd.</p> <p>October 2016 Joined the Company</p> <p>General Manager, New Business Development Office</p> <p>February 2017 Executive Officer; In charge of New Business Development</p> <p>February 2018 Executive Officer; In charge of Strategic Planning Office</p> <p>February 2020 New Business Development Office</p> <p>February 2022 Director (Full-time Audit & Supervisory Committee Member) (Current position)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Statutory Auditor, OSG Korea Corporation <p>[Reason for appointment as a candidate for Director]</p> <p>Mr. Takehiro Tomiyoshi possesses a wealth of experience and high level insight in the financial markets as he has been involved in the securities business for many years. After joining the Company, he has participated in the management of the Company as General Manager of New Business Development Office, Executive Officer in charge of new business development, and Executive Officer in charge of Strategic Planning Office. The Company believes, based on his knowledge and experience, he will be able to play a role in strengthening the Audit & Supervisory Committee's auditing system over the Company's general management as Full-time Audit & Supervisory Committee Member. In addition, as a member of the non-statutory Nomination and Compensation Committee, the Company expects him to fulfill the role of supervision, etc. through involvement in the nomination and compensation of officers.</p>

No.	Name (Date of birth)	Past experience, positions and responsibilities at the Company, and significant concurrent positions
2	<p>Akito Takahashi (March 30, 1975, 50 years old)</p> <p><u>Reappointment</u> <u>Outside Director</u> <u>Independent Officer</u></p> <p>Positions and responsibilities at the Company: Director (Audit & Supervisory Committee Member)</p> <p>Number of shares in the Company held: 0</p> <p>Number of years served as Director at the conclusion of this Ordinary Shareholders' Meeting: 8 years</p> <p>Rate of attendance at meetings of the Board of Directors (number of attendance): 100% (12 out of 12 meetings)</p> <p>Rate of attendance at meetings of the Audit & Supervisory Committee (number of attendance): 100% (10 out of 10 meetings)</p>	<p>April 2000 Admitted as an attorney-at-law in Japan</p> <p>April 2005 Admitted as an attorney-at-law in New York State</p> <p>September 2009 Established Takahashi & Katayama Law Office, Representative (Current position)</p> <p>March 2015 Outside Director, Nippon Carbon Co., Ltd.</p> <p>December 2015 Outside Director, ACKG Limited (Currently Oriental Consultants Holdings Co., Ltd.) (Current position)</p> <p>February 2018 Director (Audit & Supervisory Committee Member) (Current position)</p> <p>June 2022 Outside Director, TOA Oil Co., Ltd.</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Outside Director, Oriental Consultants Holdings Co., Ltd. <p>[Reason for appointment as a candidate for Outside Director and expected roles]</p> <p>Mr. Akito Takahashi possesses rich experience and high-level insight and expertise accumulated through his long-standing career as an attorney-at-law. The Company believes he will be able to successfully fulfill his responsibility as an Outside Director serving as Audit & Supervisory Committee Member of the Company because his opinions and advice from an objective standpoint as a legal expert, independent of business execution, are invaluable to the Company, and the Company expects that in his role, he will strengthen the Company's audit system. In addition, as a member of the non-statutory Nomination and Compensation Committee, the Company expects him to fulfill the role of supervision, etc. through involvement in the nomination and compensation of officers. Mr. Akito Takahashi will have been in office as an Outside Director serving as Audit & Supervisory Committee Member of the Company for eight (8) years at the conclusion of this meeting.</p>

No.	Name (Date of birth)	Past experience, positions and responsibilities at the Company, and significant concurrent positions	
3	Kunihiko Hara (January 2, 1947, 79 years old) <u>Reappointment</u> <u>Outside Director</u> <u>Independent Officer</u> Positions and responsibilities at the Company: Director (Audit & Supervisory Committee Member) Number of shares in the Company held: 6,000	June 1998 June 2002 June 2005 June 2007 June 2010 July 2010 April 2016 May 2018 June 2018 February 2020 April 2020	Director, DENSO CORPORATION Senior Managing Director, Nippon Soken Inc. (Currently SOKEN, INC.) Managing Director, Genesis Research Institute, Inc. (Currently TOYOTA KONPON RESEARCH INSTITUTE, INC.) Director and Deputy President, Genesis Research Institute, Inc. (Currently TOYOTA KONPON RESEARCH INSTITUTE, INC.) Adviser, Genesis Research Institute, Inc. (Currently TOYOTA KONPON RESEARCH INSTITUTE, INC.) Project Professor of Tailor-Made Baton-Zone Education Promotion Office, Toyohashi University of Technology Vice President (Research Enhancement), Toyohashi University of Technology Designated Professor (Innovation Strategy Office), Nagoya University Professor Emeritus, Toyohashi University of Technology Director (Audit & Supervisory Committee Member) (Current position) Designated Professor, Education and Research Center for Future Value Creation, Nagoya University Graduate School of Informatics (Current position)
	Number of years served as Director at the conclusion of this Ordinary Shareholders' Meeting: 6 years Rate of attendance at meetings of the Board of Directors (number of attendance): 100% (12 out of 12 meetings) Rate of attendance at meetings of the Audit & Supervisory Committee (number of attendance): 100% (10 out of 10 meetings)	[Significant concurrent positions] • Designated Professor, Education and Research Center for Future Value Creation, Nagoya University Graduate School of Informatics [Reason for appointment as a candidate for Outside Director and expected roles] Mr. Kunihiko Hara possesses rich experience and wide insight he has gained over his long years as a corporate manager and a scholar. The Company believes he will be able to successfully fulfill his responsibility as an Outside Director serving as Audit & Supervisory Committee Member of the Company because his wealth of experience along with his opinions and advice from an objective standpoint, independent of business execution, is invaluable to the Company, and the Company expects that in his role, he will strengthen the Company's audit system. In addition, as a member of the non-statutory Nomination and Compensation Committee, the Company expects him to fulfill the role of supervision, etc. through involvement in the nomination and compensation of officers. Mr. Kunihiko Hara will have been in office as an Outside Director serving as Audit & Supervisory Committee Member of the Company for six (6) years at the conclusion of this meeting.	

No.	Name (Date of birth)	Past experience, positions and responsibilities at the Company, and significant concurrent positions
4	<p>Kayoko Yamashita (July 1, 1965, 60 years old)</p> <p><u>Reappointment</u> <u>Outside Director</u> <u>Independent Officer</u></p> <p>Positions and responsibilities at the Company: Director (Audit & Supervisory Committee Member)</p> <p>Number of shares in the Company held: 1,100</p> <p>Number of years served as Director at the conclusion of this Ordinary Shareholders' Meeting: 4 years</p> <p>Rate of attendance at meetings of the Board of Directors (number of attendance): 92% (11 out of 12 meetings)</p> <p>Rate of attendance at meetings of the Audit & Supervisory Committee (number of attendance): 90% (9 out of 10 meetings)</p>	<p>April 1996 Admitted as a certified public accountant</p> <p>April 2006 Established Yamashita Certified Public Accountant Office, Representative (Current position)</p> <p>April 2008 Admitted as a certified tax accountant</p> <p>June 2015 Outside Audit & Supervisory Board Member, Sotoh Co., Ltd. (Current position)</p> <p>June 2015 Outside Audit & Supervisory Board Member, FUJI CORPORATION (Current position)</p> <p>February 2022 Director (Audit & Supervisory Committee Member) (Current position)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Outside Audit & Supervisory Board Member, Sotoh Co., Ltd. • Outside Audit & Supervisory Board Member, FUJI CORPORATION <p>[Reason for appointment as a candidate for Outside Director and expected roles]</p> <p>Ms. Kayoko Yamashita possesses rich experience and high-level insight and expertise accumulated through her long-standing career as a certified public accountant. The Company believes she will be able to successfully fulfill her responsibility as an Outside Director serving as Audit & Supervisory Committee Member of the Company because her opinions and advice from an objective standpoint as an accounting and tax expert, independent of business execution, are invaluable to the Company, and the Company expects that in her role, she will strengthen the Company's audit system. In addition, as a member of the non-statutory Nomination and Compensation Committee, the Company expects her to fulfill the role of supervision, etc. through involvement in the nomination and compensation of officers. Ms. Kayoko Yamashita will have been in office as an Outside Director serving as Audit & Supervisory Committee Member of the Company for four (4) years at the conclusion of this meeting.</p>

No.	Name (Date of birth)	Past experience, positions and responsibilities at the Company, and significant concurrent positions	
5	Yoshitsugu Hayashi (January 2, 1951, 74 years old)	April 1992	Professor, Graduate School, Nagoya University
		July 1992	Director, World Conference on Transport Research Society (Current position)
	<u>Reappointment</u>	April 2006	Dean, Graduate School of Environmental Studies, Nagoya University
	<u>Outside Director</u>	July 2013	President, World Conference on Transport Research Society
	<u>Independent Officer</u>	July 2015	Full Member, The Club of Rome (Current position)
	Positions and responsibilities at the Company: Director (Audit & Supervisory Committee Member)	April 2016	Emeritus Professor, Nagoya University, and Professor, Integrated Engineering Research Institute, Chubu University
		June 2017	Outside Director, FUJI ELECTRIC CO., LTD.
		March 2019	President, The Japanese Association of The Club of Rome (Current position)
		April 2019	Co-Director and Visiting Professor, Research Center on World Transport, Tongji University (China) (Current position)
		June 2019	Distinguished Visiting Professor, Tsinghua University (China) (Current position)
	Number of shares in the Company held: 2,100	October 2020	Executive Committee Member, The Club of Rome (Current position)
		April 2021	Distinguished Professor, Center for Sustainable Development and Global Smart City, Chubu University (Current position)
		February 2024	Director (Audit & Supervisory Committee Member) (Current position)
		April 2024	Distinguished Professor & Advisor to the President, Tokai Gakuen University (Current position)
		[Significant concurrent positions]	
	Number of years served as Director at the conclusion of this Ordinary Shareholders' Meeting: 2 years	<ul style="list-style-type: none"> • Distinguished Professor, Tokai Gakuen University • Executive Committee Member, The Club of Rome; President, The Japanese Association of The Club of Rome 	
		[Reason for appointment as a candidate for Outside Director and expected roles]	
		Mr. Yoshitsugu Hayashi possesses wide insight and rich experience he has gained over his long years as a scholar. The Company believes he will be able to successfully fulfill his responsibility as an Outside Director serving as Audit & Supervisory Committee Member of the Company because his wealth of experience along with his opinions and advice from an objective standpoint, independent of business execution, is invaluable to the Company, and the Company expects that in his role, he will strengthen the Company's audit system. In addition, as a member of the non-statutory Nomination and Compensation Committee, the Company expects him to fulfill the role of supervision, etc. through involvement in the nomination and compensation of officers. Mr. Yoshitsugu Hayashi will have been in office as an Outside Director serving as Audit & Supervisory Committee Member of the Company for two (2) years at the conclusion of this meeting.	
	Rate of attendance at meetings of the Board of Directors (number of attendance): 100% (12 out of 12 meetings)		
	Rate of attendance at meetings of the Audit & Supervisory Committee (number of attendance): 100% (10 out of 10 meetings)		

- (Notes)
1. There are no special interests between each of the candidates for Directors serving as Audit & Supervisory Committee Members and the Company.
 2. Messrs. Akito Takahashi and Kunihiro Hara, Ms. Kayoko Yamashita, and Mr. Yoshitsugu Hayashi are candidates for Outside Director as set forth in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act. The Company notified the Tokyo Stock Exchange and the Nagoya Stock Exchange of Messrs. Akito Takahashi and Kunihiro Hara, Ms. Kayoko Yamashita, and Mr. Yoshitsugu Hayashi as Independent Officers prescribed pursuant to the provisions of the said Exchanges, and they will continue to serve as Independent Officers if their election and appointment are approved as originally proposed.
 3. The Company has entered into an agreement to limit liability for damages pursuant to Article 423, Paragraph 1 of the Companies Act with Messrs. Akito Takahashi and Kunihiro Hara, Ms. Kayoko Yamashita, and Mr. Yoshitsugu Hayashi, Directors serving as Audit & Supervisory Committee Members, based on Article 427, Paragraph 1 of the said Act and the provisions of the Articles of Incorporation of the Company. Under the agreement, in the event that one of them causes damages to the Company from negligence in the performance of duties, and if he/she acts in good faith without gross negligence, his/her liability for the damages to the Company shall be limited to the minimum liability amount stipulated in Article 425, Paragraph 1 of the said Act. The limit of the liability under the agreement shall be the minimum amount prescribed by laws and ordinances. The Company plans to continue the agreement if their election and appointment are approved as originally proposed.
 4. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. In the event of claims for damages made against the insured directors and officers due to the executions of their duties during the insurance period, such damages and

relevant litigation expenses and other expenses (with the exception of the exemptions specified in the insurance contract) shall be covered by the insurance contract. The Directors and Executive Officers of the Company and its domestic and overseas subsidiaries will be included in the insured parties of the insurance contract. The premiums of the insurance will be fully paid by the Company. If each candidate is elected and appointed to the position of Director, each Director will be included as the insured under this insurance contract. In addition, the Company plans to renew the insurance contract with the same content at the time of next renewal.

Proposal 4: Payment of Bonuses to Directors

In consideration of the Company's performance for the fiscal year ended November 30, 2025 and various other conditions, the Company proposes that bonuses of ¥158,000,000 in total be paid to the two (2) Directors (excluding Directors serving as Audit & Supervisory Committee Members) in office at the end of the fiscal year.

The content of the Directors' bonus is in accordance with the policy regarding the decision on the content of compensation, etc. of the Directors of the Company for the current fiscal year (please refer to page 36 of the Japanese original of this notice for details), and the Company believes that it is appropriate because it is based on the performance of the last fiscal year in accordance with its nature as compensation linked to the performance of the relevant fiscal year.

Reference

Skills matrix of each Director if Proposals 2 and 3 are approved

The expertise of Directors if Proposals 2 and 3 are approved is as indicated below.

The table below does not show all the knowledge and experience of each candidate for Director, but shows skills that are considered to be typical for Directors.

Name	Positions and responsibilities	Number of years served at the conclusion of this Ordinary Shareholders' Meeting	Independent officer	Gender	Nomination and Compensation Committee	General management	Manufacturing/ Technology	Sales/Marketing	Finance/Accounting	Banking	Internationality	Legal	Risk management	Governance	Diversity
Norio Ishikawa	Chairman & Chief Executive Officer	22 years		Male		○	○				○		○	○	○
Nobuaki Osawa	President & Chief Operating Officer	7 years		Male		○		○			○			○	○
Takehiro Tomiyoshi	Director Audit & Supervisory Committee Member	4 years		Male	○				○	○		○		○	
Akito Takahashi	Outside Director Audit & Supervisory Committee Member	8 years	○	Male	○ Chairperson							○	○	○	
Kunihiko Hara	Outside Director Audit & Supervisory Committee Member	6 years	○	Male	○ Vice-chairperson	○	○	○					○		
Kayoko Yamashita	Outside Director Audit & Supervisory Committee Member	4 years	○	Female	○				○	○					○
Yoshitsugu Hayashi	Outside Director Audit & Supervisory Committee Member	2 years	○	Male	○						○			○	○