

Translation: Please note that the following is a translation of the original Japanese version, which is prepared for the convenience of investors. In case of any discrepancy between the translation and the Japanese original, the latter shall prevail.

Securities Code 1944
June 3, 2026

To Our Shareholders:

Takao Uesaka
President
KINDEN CORPORATION
2-3-41, Honjo-Higashi, Kita-ku,
Osaka, Japan

NOTICE OF
THE 112th ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to announce the 112th Ordinary General Meeting of Shareholders of KINDEN CORPORATION (the “Company”).

When convening this General Meeting of Shareholders, the Company takes measures to provide the information contained in the Reference Documents for the General Meeting of Shareholders (items subject to measures for electronic provision) in electronic format. Items subject to measures for electronic provision have been posted on the following websites.

PRONEXUS website for posted informational materials for the general meeting of shareholders:

<https://d.sokai.jp/1944/teiji/> (in Japanese)

The Company’s website for posted informational materials for the general meeting of shareholders:

<https://www.kinden.co.jp/ir/stock/meeting/> (in Japanese)

Tokyo Stock Exchange (TSE) website (Listed Company Search):

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

(Access the TSE website, enter “KINDEN” in “Issue Name (Company Name)” or our securities code “1944” in “Code,” select “Basic Information” and then “Documents for Public Inspection/PR Information,” and check “Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting” in the “Filed information available for public inspection” section.)

If it is not possible for you to attend the meeting, you may exercise your voting rights in writing or via the Internet. Please examine the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights no later than 5:30 p.m. on Tuesday, June 23, 2026, Japan time.

Particulars

1. **Date and Time:** June 24, 2026 (Wednesday) at 10:00 a.m.
2. **Place:** 2-3-41, Honjo-Higashi, Kita-ku, Osaka, Japan
Eleventh floor conference room, KINDEN CORPORATION Head Office

3. Agenda

Matters to be reported

- (1) Reports on the Business Report, the Consolidated Financial Statements and the Non-Consolidated Financial Statements for the 112th Fiscal Year (from April 1, 2025 to March 31, 2026)
- (2) Report on the Results of the Audit conducted by the Accounting Auditor and the Audit & Supervisory Board with respect to the Consolidated Financial Statements for the 112th Fiscal Year ended March 31, 2026

Proposals to be resolved

- | | |
|-----------------|--|
| Proposal No. 1: | Appropriation of Surplus |
| Proposal No. 2: | Election of Eleven (11) Directors |
| Proposal No. 3: | Election of One (1) Audit & Supervisory Board Member |
| Proposal No. 4: | Revision of Remuneration Amount for Directors |

4. Matters Relating to the Convocation

- (1) If any voting rights are exercised redundantly both in written form and electronically (via the Internet or other means), the electronically exercised voting rights shall prevail.
- (2) If any voting rights are electronically exercised by a shareholder more than once, the last electronic exercise of voting rights shall prevail.
- (3) When exercising your voting rights in writing, if you do not indicate your vote for or against a proposal on the voting form, it will be considered as an indication of your approval.

- End -

If you attend the General Meeting of Shareholders in person, please bring this Notice of Ordinary General Meeting of Shareholders and present the enclosed voting card at the reception.

With regard to the notice of this General Meeting of Shareholders, regardless of whether or not a request for delivery of the document is made, the Company will uniformly send a document stating the items subject to measures for electronic provision.

Among the items subject to measures for electronic provision, the following matters are not included in the sent document based on the provisions in laws and the Company's Articles of Incorporation. The Audit & Supervisory Board Members and the Accounting Auditor have audited the document subject to audit, including the following matters.

- (1) Business reports on "Main Business," "Main Offices," "Status of Employees," "Major Lenders," "Matters Related to Stock Acquisition Rights, etc. of the Company," "Matters Related to Outside Officers," "Status of Accounting Auditors" and "Systems and Policies of the Company"
- (2) Consolidated Statement of Changes in Net Assets and Notes to Consolidated Financial Statements
- (3) Non-Consolidated Statement of Changes in Net Assets and Notes to Non-Consolidated Financial Statements

If any revisions are made to the items subject to measures for electronic provision, the Company shall post the information before and after the revisions on each website via the Internet.

Reference Documents for the General Meeting of Shareholders

Proposals and Matters for Reference

Proposal No. 1: Appropriation of Surplus

It is proposed that the appropriation of surplus for the current fiscal year be as follows.

1. Matters Concerning Year-end Dividend

The Company regards the distribution of profits to shareholders as one of its most important management matters and has adopted a basic policy of stable and continuous dividend payments, which are based on the Company's business performance and financial position.

The annual dividend per share will be paid as an interim dividend, which is half of the annual dividend calculated based on the earnings forecast, and the year-end dividend will be the annual dividend amount calculated based on the earnings and other factors determined as of the end of the fiscal year, minus the interim dividend. The Company proposes to pay a year-end dividend of ¥70 per share for the fiscal year under review, as follows. As the Company allocated ¥60 as the interim dividend, the total annual dividend for the fiscal year under review will be ¥130 per share.

(1) Type of dividend assets

Cash

(2) Matters concerning the allocation of dividend assets and the total amount thereof

Dividend per common share of the Company: ¥70

Total amount of dividends: ¥13,859,139,140

(3) Effective date of distribution of dividends from the surplus

June 25, 2026

2. Other Matters Concerning Appropriation of Surplus

It is proposed that, in order to offset the decrease in retained earnings brought forward resulting from the cancellation of treasury shares effective June 30, 2026, the general reserve be reversed and transferred to retained earnings brought forward as follows.

(1) Item and amount of surplus to be decreased

General reserve ¥220,000,000,000

(2) Item and amount of surplus to be increased


Retained earnings brought forward ¥220,000,000,000


Proposal No. 2: Election of Eleven (11) Directors


Because the term of office of all the ten (10) incumbent Directors will expire at the conclusion of this Ordinary General Meeting of Shareholders, and one (1) more Director will be added to further strengthen the management structure, it is proposed that eleven (11) Directors be elected.

The candidates for Directors are as follows:


Candidate No.	Name	Position and Responsibilities in the Company
1	Mikio Matsumura Newly appointed	
2	Takao Uesaka Re-elected	President, Representative Director
3	Kenji Yoshimasu Newly appointed	Managing Lead Executive Officer Chief Executive of Technical & Engineering Division In charge of Technical Research Institute
4	Koji Izaki Re-elected	Director, Managing Lead Executive Officer In charge of Corporate Division (Secretariat, Investor Relations & Public Relations, Management Planning, General Affairs & Legal, Finance & Accounting)
5	Keiji Takamatsu Re-elected Outside Independent	Director
6	Kazunobu Sagara Re-elected Outside Independent	Director
7	Haruko Kokue Re-elected Outside Independent Female	Director
8	Fumi Musashi Re-elected Outside Independent Female	Director
9	Miyuki Ishihara Re-elected Outside Independent	Director
10	Riki Inuzuka Newly appointed Outside Independent	
11	Tomoko Yamaguchi Newly appointed Outside Independent Female	


Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
1	 Mikio Matsumura (July 9, 1958) Newly appointed	<p>June 2011: Executive Officer, Deputy General Manager of Power System Division, Head of Network Technology Section, The Kansai Electric Power Co., Inc.</p> <p>June 2013: Managing Director, Kanden Energy Solution Co., Inc.</p> <p>June 2017: Representative Managing Director, Kanden Energy Solution Co., Inc.</p> <p>June 2019: Managing Executive Officer, in charge of Office of Asset Optimization and Trading, and Fuel Office, The Kansai Electric Power Co., Inc.</p> <p>July 2019: Managing Executive Officer, General Manager of Operation and Trading Division, The Kansai Electric Power Co., Inc.</p> <p>June 2020: Executive Vice President, General Manager of Operation and Trading Division, and General Manager of International and Cooperation Division, The Kansai Electric Power Co., Inc.</p> <p>June 2022: Representative Executive Officer, Vice President, General Manager of Customer Solution Division, and General Manager of International and Cooperation Division, The Kansai Electric Power Co., Inc.</p> <p>June 2024: Advisor of The Kansai Electric Power Co., Inc. (present post, scheduled to retire in June 2026)</p>	0 shares
<p><Reasons for the nomination></p> <p>Mr. Mikio Matsumura demonstrated outstanding leadership in various fields at Kansai Electric Power Co., Inc., including the development of electric power infrastructure, the provision of technical proposals relating to energy, and international business, and subsequently served as Representative Executive Officer, where he was involved in corporate management and devoted himself to enhancing the company's corporate value. He has abundant business experience and deep knowledge of management in general, and it is expected that his leadership ability will contribute to the Company's sustainable growth.</p> <p>Based on the foregoing, he is believed to be a person suitable to be a Director of the Company, and is being nominated as a new candidate for such position.</p>			


Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
2	 <p data-bbox="347 674 536 734">Takao Uesaka (Dec. 29, 1956)</p> <p data-bbox="375 768 509 797">Re-elected</p>	<p data-bbox="576 409 1023 439">Apr. 1980: Entered the Company</p> <p data-bbox="576 450 1241 510">June 2018: Director, Managing Executive Officer of the Company</p> <p data-bbox="576 521 1257 582">June 2020: President, Representative Director of the Company (present post)</p>	50,536 shares
	<p data-bbox="320 813 695 842"><Reasons for the nomination></p> <p data-bbox="320 846 1447 1093">As the President and Representative Director of the Company, Mr. Takao Uesaka has been duly making important management decisions and supervising the execution of the business as well as directing the general operation of the Company. He has also been proactively and enthusiastically promoting the implementation of the Medium-term Management Plan in order to realize sustainable growth of the Group. At the board meeting, he has provided sufficient and appropriate explanations on important management issues and thereby has contributed to the improvement of the decision-making function of the Board of Directors.</p> <p data-bbox="320 1097 1447 1189">Based on the foregoing, he is being nominated again as a candidate for Director because he has considerable knowledge and insight to fully perform the duties of a Director and has the integrity expected of a management executive.</p>		


Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
3	 <p data-bbox="335 757 542 817">Kenji Yoshimasu (May 3, 1962)</p> <p data-bbox="335 851 542 884">Newly appointed</p>	<p data-bbox="574 409 1252 443">Apr. 1988: Entered the Company</p> <p data-bbox="574 450 1252 510">June 2017: Executive Officer, General Manager of Osaka Branch Office of the Company</p> <p data-bbox="574 517 1252 618">June 2020: Managing Executive Officer, General Manager of Osaka Branch Office of the Company</p> <p data-bbox="574 624 1252 725">June 2023: Managing Executive Officer, Deputy Chief Executive of Technical & Engineering Division of the Company</p> <p data-bbox="574 732 1252 792">June 2024: Director, Managing Executive Officer of the Company</p> <p data-bbox="574 799 1252 860">June 2025: Managing Lead Executive Officer of the Company (present post)</p> <p data-bbox="574 875 1252 976"><Current responsibilities> Chief Executive of Technical & Engineering Division In charge of Technical Research Institute</p>	16,184 shares
<p data-bbox="319 983 694 1016"><Reasons for the nomination></p> <p data-bbox="319 1016 1449 1361">Mr. Kenji Yoshimasu has extensive operational experience and knowledge regarding management of technology, quality and safety, largely as a result of having long served in divisions concerning general electrical engineering works in Osaka Branch Office and having been involved in the construction management of numerous properties. He later served as General Manager of Osaka Branch Office, where he cultivated knowledge and experience relating to the overall management of the branch. Since June 2024, as Chief Executive of Technical & Engineering Division in charge of Kyoto Institute, he has demonstrated excellent leadership in initiatives aimed at strengthening the Company's construction and technological foundations and promoting work-style reforms across the entire Company, thereby contributing to the Company's sustainable growth and the enhancement of its corporate value over the medium to long term.</p> <p data-bbox="319 1361 1449 1520">In addition to his extensive professional experience, he possesses well-balanced judgment based on broad knowledge and insight relating to overall corporate management and also has an excellent character as a business executive; accordingly, the Company has determined that he is an appropriate person to serve as a Director of the Company and has nominated him as a candidate for Director to be newly elected.</p>			


Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
4	 <p data-bbox="343 878 539 936">Koji Izaki (Sept. 20, 1960)</p> <p data-bbox="375 967 507 1003">Re-elected</p>	<p data-bbox="574 407 1021 443">Apr. 1983: Entered the Company</p> <p data-bbox="574 452 1204 510">Mar. 2018: Deputy General Manager of Shikoku Branch Office of the Company</p> <p data-bbox="574 519 1228 577">June 2019: Executive Officer, General Manager of Shikoku Branch Office of the Company</p> <p data-bbox="574 586 1252 721">June 2021: Executive Officer in charge of operations related to Secretariat, Management Planning, General Affairs & Legal Department of the Company</p> <p data-bbox="574 730 1252 922">June 2022: Managing Executive Officer in charge of Secretariat Department, General Affairs & Legal Department, in charge of operations related to Management Planning Department, in charge of General Administration of the Company</p> <p data-bbox="574 931 1236 990">June 2023: Director, Managing Executive Officer of the Company</p> <p data-bbox="574 999 1204 1057">June 2025: Director, Managing Lead Executive Officer of the Company (present post)</p> <p data-bbox="574 1066 901 1102"><Current responsibilities></p> <p data-bbox="574 1111 1236 1191">In charge of Corporate Division (Secretariat, Investor Relations & Public Relations, Management Planning, General Affairs & Legal, Finance & Accounting)</p>	18,422 shares
<p data-bbox="319 1214 694 1249"><Reasons for the nomination></p> <p data-bbox="319 1249 1449 1438">Mr. Koji Izaki has years of experience mainly in personnel and labor divisions including serving as the General Manager of the Personnel Management Department. He has also served as the Deputy General Manager of the Chuo Branch Office and as the General Manager of the Shikoku Branch Office where he was involved in general management of the branch office for power divisions and divisions concerning general electrical engineering works.</p> <p data-bbox="319 1438 1449 1561">Currently, he supervises administration departments and is able to make decisions based on his abundant business experience and wide-ranging knowledge. Therefore, he is believed to be a person suitable to be a Director of the Company, and is being nominated again as a candidate for such position.</p>			


Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
5	 <p data-bbox="335 766 547 824">Keiji Takamatsu (Jan. 18, 1948)</p> <p data-bbox="359 862 523 952">Re-elected Outside Independent</p>	<p data-bbox="574 409 1225 499">Apr. 1973: Entered Kintetsu Railway Co., Ltd. (current Kintetsu Group Holdings Co., Ltd.)</p> <p data-bbox="574 515 1150 604">June 2012: Senior Executive Vice President, Kintetsu Railway Co., Ltd. (retired in June 2013)</p> <p data-bbox="574 620 1257 678">May 2013: Director, Kintetsu Department Store Co., Ltd.</p> <p data-bbox="574 694 1241 752">July 2013: Senior Executive Vice President Officer, Kintetsu Department Store Co., Ltd.</p> <p data-bbox="574 768 1222 826">May 2014: President, Kintetsu Department Store Co., Ltd.</p> <p data-bbox="574 842 1155 900">May 2019: Chairman of the Board, Kintetsu Department Store Co., Ltd.</p> <p data-bbox="574 916 1230 943">June 2020: Director of the Company (present post)</p> <p data-bbox="574 958 1209 1048">May 2023: Senior Advisor, Kintetsu Department Store Co., Ltd. (retired in May 2025)</p>	4,500 shares
<p data-bbox="319 1059 1093 1086"><Reasons for the nomination and an outline of expected roles></p> <p data-bbox="319 1090 1447 1305">Mr. Keiji Takamatsu served as the Senior Executive Vice President of Kintetsu Group Holdings Co., Ltd. as well as the President and Chairman of the Board of Kintetsu Department Store Co., Ltd. He led the general management of both companies and worked to boost their corporate value. He has appropriately advised the Company on its management based on his excellent knowledge and insight. Therefore, he is believed to be a person suitable to be an Outside Director of the Company, and is being nominated as a candidate for such position.</p> <p data-bbox="319 1310 1447 1433">He is expected to continue to provide appropriate advice to the Company on its management from an independent and objective standpoint, drawing on his extensive business experience as a management executive and excellent knowledge and insight on management in general.</p>			

Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
6	 Kazunobu Sagara (June 17, 1951) Re-elected Outside Independent	Apr. 1993: Professor, Department of Architecture, Faculty of Engineering, Mie University (retired in March 2003) Apr. 2003: Professor, Division of Architectural Engineering, Graduate School of Engineering, Osaka University Apr. 2005: Professor, Division of Global Architecture, Graduate School of Engineering, Osaka University (retired in March 2017) Apr. 2017: Principal, Shikoku Polytechnic College (retired in March 2022) June 2022: Director of the Company (present post)	1,700 shares
<p><Reasons for the nomination and an outline of expected roles></p> <p>Mr. Kazunobu Sagara has not been involved in corporate management except for his past experience as an outside officer, but was involved in education and research as an architectural specialist for many years, and later devoted himself to the development of practical engineers as the Principal of the Polytechnic College. He has provided appropriate advice on management of the Company based on his extensive knowledge and insight in his field of expertise, as well as a strong knowledge of human resource development and training. Therefore, he is believed to be a person suitable to be an Outside Director of the Company, and is being nominated as a candidate for such position.</p> <p>He is expected to continue to provide appropriate advice to the Company on its management from an independent and objective standpoint by utilizing his wide range of knowledge and insight in his field of expertise as well as high level of knowledge in human resource development and training.</p>			


Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
7	 Haruko Kokue (Jan. 17, 1959) Re-elected Outside Independent Female	Apr. 1981: Entered Mitsui Petrochemical Industries (current Mitsui Chemicals, Inc.) Apr. 2006: General Manager of Sales & Marketing, MITSUI PHENOLS SINGAPORE PTE. LTD Apr. 2011: General Manager of SCM Division, Mitsui Chemicals, Inc. Apr. 2013: Senior Director, General Manager of CSR Division, Mitsui Chemicals, Inc. Apr. 2016: Senior Director, General Manager of Corporate Communications Division, Mitsui Chemicals, Inc. Apr. 2020: Counselor, Mitsui Chemicals, Inc. (retired in March 2021) June 2020: Outside Director, TOPPAN FORMS CO., LTD. (current TOPPAN Inc.) (retired in June 2022) June 2022: Outside Director, Sojitz Corporation June 2023: Director of the Company (present post) June 2024: Outside Director, Audit and Supervisory Committee Member, Sojitz Corporation (present post) <Important concurrent position outside the Company> Outside Director, Audit and Supervisory Committee Member, Sojitz Corporation Outside Director, Achilles Corporation (scheduled to assume office in June 2026)	500 shares
<Reasons for the nomination and an outline of expected roles> Ms. Haruko Kokue has been in charge of sales inside and outside Japan, supply chain management, CSR, public relations, investor relations, and overseas business at Mitsui Chemicals, Inc. She has provided appropriate advice on management of the Company based on her extensive business experience and wide-ranging knowledge related to these. Therefore, she is believed to be a person suitable to be an Outside Director of the Company, and is being nominated as a candidate for such position. She is expected to continue to provide appropriate advice to the Company on its management from an independent and objective standpoint, drawing on her extensive business experience and wide-ranging knowledge related to management and supervising of corporate governance.			

Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
8	 Fumi Musashi (Aug. 24, 1959) Re-elected Outside Independent Female	Apr. 1982: Entered CHORI CO., LTD. Apr. 2016: President, CHORI (China) Co., Ltd. June 2018: Chairman and President, CHORI (China) Co., Ltd. Dec. 2020: Assistant General Manager of Corporate Planning Division and Assistant to the Executive Chief Representative for China, CHORI CO., LTD. (retired in June 2022) June 2022: Outside Director, Duskin Co., Ltd. (present post) June 2023: Director of the Company (present post) <Important concurrent position outside the Company> Outside Director, Duskin Co., Ltd.	600 shares
<Reasons for the nomination and an outline of expected roles> Ms. Fumi Musashi has been involved in the overseas business of CHORI CO., LTD. for many years and, since 2018, has served as the Chairman and President of CHORI (China) Co., Ltd., which is a subsidiary of the said company. She has provided appropriate advice on management of the Company based on her extensive business experience related to business outside Japan and knowledge of global management. Therefore, she is believed to be a person suitable to be an Outside Director of the Company, and is being nominated as a candidate for such position. She is expected to continue to provide appropriate advice to the Company on its management from an independent and objective standpoint, drawing on her extensive business experience related to business outside Japan and knowledge of global management.			

Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
9	 <p>Miyuki Ishihara (July 9, 1957)</p> <p>Re-elected Outside Independent</p>	<p>Apr. 1981: Entered Sumitomo Light Metal Industries Co., Ltd. (current UACJ Corporation)</p> <p>June 2018: Representative Director & President, UACJ Corporation</p> <p>June 2022: Representative Director, President, UACJ Corporation</p> <p>Apr. 2024: Director and Chairman of the Board, UACJ Corporation (present post)</p> <p>June 2025: Director of the Company (present post)</p> <p><Important concurrent position outside the Company> Director and Chairman of the Board, UACJ Corporation</p>	0 shares
	<p><Reasons for the nomination and an outline of expected roles></p> <p>Mr. Miyuki Ishihara has served as the Representative Director, President as well as the Director and Chairman of the Board of UACJ Corporation, where he has been responsible for steering the overall management of the company and making efforts to enhance its corporate value. He has extensive business experience as well as excellent knowledge and insight into management in general. Therefore, he is believed to be a person suitable to be an Outside Director of the Company, and is being nominated as a candidate for such position.</p> <p>He is expected to continue to provide appropriate advice to the Company on its management from an independent and objective standpoint, drawing on his extensive business experience as a management executive and excellent knowledge and insight on management in general.</p>		

Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
10	 <p>Riki Inuzuka (Apr. 15, 1959)</p> <p>Newly appointed Outside Independent</p>	<p>Apr. 1982: Entered Toyota Motor Co., Ltd. (current Toyota Motor Corporation)</p> <p>Jan. 2006: General Manager of Human Resources Development Department, Toyota Motor Corporation</p> <p>Jan. 2009: General Manager of Human Resources Department, Toyota Motor Corporation</p> <p>June 2009: General Manager of General Planning Department, Toyota Motor Corporation</p> <p>Apr. 2011: Managing Officer, Toyota Motor Corporation</p> <p>May 2015: Representative Director, President & CEO, Toyota Financial Services Corporation (retired in December 2017)</p> <p>Apr. 2016: Chief Officer of Sales Finance Business Group, Toyota Motor Corporation (retired in December 2017)</p> <p>June 2019: President and CEO, Central Japan International Airport Co., Ltd.</p> <p>June 2023: Chairman, Nagoya Philharmonic Orchestra (present post)</p> <p>June 2025: Chairman, The Toyota Foundation (present post)</p> <p>June 2025: Senior Adviser and Executive Adviser, Central Japan International Airport Co., Ltd. (present post)</p> <p>June 2025: Outside Director, Aioi Nissay Dowa Insurance Co., Ltd. (present post)</p> <p><Important concurrent position outside the Company> Chairman, Nagoya Philharmonic Orchestra Chairman, The Toyota Foundation Senior Adviser and Executive Adviser, Central Japan International Airport Co., Ltd. Outside Director, Aioi Nissay Dowa Insurance Co., Ltd.</p>	0 shares

Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
		<p data-bbox="319 409 1093 439"><Reasons for the nomination and an outline of expected roles></p> <p data-bbox="319 443 1449 696">Mr. Riki Inuzuka, after serving as a Managing Officer of Toyota Motor Corporation, successively held the positions of Representative Director, President & CEO of Toyota Financial Services Corporation and President and CEO of Central Japan International Airport Co., Ltd., where he was responsible for steering the overall management of the company and making efforts to enhance its corporate value. He has extensive business experience as well as excellent knowledge and insight into management in general. Therefore, he is believed to be a person suitable to be an Outside Director of the Company, and is being nominated as a newly appointed candidate for such position.</p> <p data-bbox="319 701 1449 788">He is expected to provide appropriate advice to the Company on its management from an independent and objective standpoint, drawing on his extensive business experience as a management executive and excellent knowledge and insight on management in general.</p>	

Candidate No.	Name (Date of birth)	Career Summary, Position, Responsibilities in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
11	 Tomoko Yamaguchi (June 24, 1968) Newly appointed Outside Independent Female	Oct. 2000: Prosecutor of Tokyo District Public Prosecutors Office Dec. 2023: Prosecutor of Osaka High Prosecutors Office and Deputy Director of Criminal Affairs Department, Osaka District Public Prosecutors Office (retired in March 2026) Apr. 2026: Registered as an attorney at law Entered Midosuji Legal Profession Corporation	0 shares
<p><Reasons for the nomination and an outline of expected roles></p> <p>Ms. Tomoko Yamaguchi has no prior experience in corporate management, but has served as a public prosecutor for many years and is currently engaged in practice as an attorney at law. She has extensive experience cultivated in the legal profession as well as broad knowledge and insight. Therefore, she is believed to be a person suitable to be an Outside Director of the Company, and is being nominated as a newly appointed candidate for such position.</p> <p>She is expected to provide appropriate advice to the Company on its management from an independent and objective standpoint, drawing on her extensive experience and her wealth of knowledge and insight in the legal profession.</p>			

- Notes:
1. Mr. Mikio Matsumura, a candidate for Director, is scheduled to retire from his position as Advisor at The Kansai Electric Power Co., Inc. in June 2026. The Company has a business relationship with Kansai Electric Power Co., Inc. such as transactions with respect to electrical construction work.
 2. There is no special interest between the candidates for Director and the Company with the exception of Mr. Mikio Matsumura.
 3. Messrs. Keiji Takamatsu and Kazunobu Sagara, Mses. Haruko Kokue and Fumi Musashi, Messrs. Miyuki Ishihara and Riki Inuzuka, and Ms. Tomoko Yamaguchi are candidates for Outside Director.
 - (1) At the conclusion of this General Meeting of Shareholders, Mr. Keiji Takamatsu will have served six (6) years as Outside Director of the Company, Mr. Kazunobu Sagara four (4) years, Mses. Haruko Kokue and Fumi Musashi three (3) years, and Mr. Miyuki Ishihara one (1) year.
 - (2) Pursuant to the provisions of Article 427 (1) of the Companies Act, the Company has entered into agreements with Messrs. Keiji Takamatsu and Kazunobu Sagara, Mses. Haruko Kokue and Fumi Musashi, and Mr. Miyuki Ishihara for limiting their liability under Article 423 (1) of the same Act. The maximum amount of liability under the agreements is the minimum liability amount provided for by laws and regulations. If they are re-elected, the Company will continue these agreements with them. Furthermore, if the election of Mr. Riki Inuzuka and Ms. Tomoko Yamaguchi are approved, the Company plans to enter into the same limited liability agreements with them.


- (3) The Company reported to the TSE that Messrs. Keiji Takamatsu and Kazunobu Sagara, Mess. Haruko Kokue and Fumi Musashi, and Mr. Miyuki Ishihara are independent officers with no risk of any conflict of interest with the general shareholders, and they will continue to be the independent officers in the event they are re-elected. Furthermore, Mr. Riki Inuzuka and Ms. Tomoko Yamaguchi satisfy the requirements for an independent officer as provided for by the Tokyo Stock Exchange, and the Company plans to submit notification to the aforementioned exchanges concerning their appointment as independent officers.
4. The Company has entered into a directors and officers liability insurance agreement with an insurance company, naming the Company's Directors as the insured parties. The said insurance covers damages that may arise from the insured parties assuming responsibility for the execution of their duties or receiving claims related to the pursuit of the said responsibility. All candidates for Director will be insured under the said insurance agreement if they are elected as Directors. The Company intends to renew the said agreement in July 2026.

Proposal No. 3: Election of One (1) Audit & Supervisory Board Member

Because the incumbent Audit & Supervisory Board Member Mr. Hideo Tanaka will step down at the conclusion of this Ordinary General Meeting of Shareholders, it is proposed that one (1) Audit & Supervisory Board Member be elected as a substitute for him. If the candidate is elected at this Ordinary General Meeting of Shareholders, the term of office will run until the conclusion of the Ordinary General Meeting of Shareholders in 2028, when the term of office of the predecessor would have expired, according to the provisions of the Company's Articles of Incorporation.

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

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

Name (Date of birth)	Career Summary and Position in the Company, and Important Concurrent Positions Outside the Company	Number of Shares of the Company Owned
 Tetsuya Yamamoto (July 12, 1960) Newly appointed	Apr. 1984: Entered the Company June 2018: Managing Executive Officer Chief Executive of Environmental System Division of the Company June 2020: Senior Executive Officer Chief Executive of Environmental System Division of the Company (present post) <Current responsibilities> Chief Executive of Environmental System Division	1,060 shares
<Reasons for the nomination> Tetsuya Yamamoto has long been engaged in the Environmental Management Facilities Division at the Osaka Branch. He later served as General Manager of Construction and subsequently as General Manager of the HVAC & Plumbing Supervising Department in the Environmental System Division. Through these roles, he has acquired knowledge and insight in construction quality, construction safety, and compliance with various laws and regulations within the Company. In addition, he currently serves as Chief Executive of the Environmental System Division, where he supervises the operations of the Environmental Management Facilities Division across the entire company. Given his extensive knowledge and experience, we have determined that he is well qualified to serve as an Audit & Supervisory Board Member, and have therefore nominated him as a candidate for Audit & Supervisory Board Member to be newly elected.		

- Notes:
1. There is no special interest between the candidate for Audit & Supervisory Board Member and the Company.
 2. The Company has entered into a directors and officers liability insurance agreement with an insurance company, naming the Company's Audit & Supervisory Board Members as the insured parties. The said insurance covers damages that may arise from the insured parties assuming responsibility for the execution of their duties or receiving claims related to the pursuit of the said responsibility. The candidate for Audit & Supervisory Board Member will be insured under the said insurance agreement if he is elected as Audit & Supervisory Board Member. The Company intends to renew the said agreement in July 2026.

(Reference) Skill Matrix of Directors and Audit & Supervisory Board Members and Lead Executive Officer Structure after Proposals No. 2 and No. 3 are approved

Director

Name	Business Management/ Strategy	Marketing/ Sales	Engineering/ Safety and Quality/ DX Promotion	Governance/ Legal	Finance and Accounting/ Risk Management	Human Resources and Labor/ Human Resource Development	Sustainability (ESG/ SDGs)	Global
Mikio Matsumura	○	○	○	○			○	○
Takao Uesaka	○	○	○	○	○	○	○	
Kenji Yoshimasu	○	○	○	○	○	○	○	
Koji Izaki	○	○	○	○	○	○	○	
Keiji Takamatsu	○			○				
Kazunobu Sagara			○			○	○	
Haruko Kokue		○					○	○
Fumi Musashi	○			○				○
Miyuki Ishihara	○		○	○			○	
Riki Inuzuka	○			○	○	○	○	○
Tomoko Yamaguchi				○				

Audit & Supervisory Board Members

Name	Business Management/Strategy	Marketing/Sales	Engineering/Safety and Quality/DX Promotion	Governance/Legal	Finance and Accounting/Risk Management	Human Resources and Labor/Human Resource Development	Sustainability (ESG/SDGs)	Global
Kazuaki Nishikiori					○		○	
Tetsuya Yamamoto		○	○				○	
Masami Yoshioka Outside Independent					○			
Toshimitsu Kamakura Outside Independent				○				
Isamu Osa Outside Independent	○			○		○		○

*The above list does not represent all the knowledge possessed by each Director and Audit & Supervisory Board member.

The Lead Executive Officer structure will be formalized through a meeting of the Board of Directors following the conclusion of this Ordinary General Meeting of Shareholders. The candidates are as follows:

Name	New Title and Responsibilities	
* Mikio Matsumura	Chairman	
* Takao Uesaka	Vice Chairman	
* Kenji Yoshimasu	President	
Masanori Horikiri	Senior Lead Executive Officer	General Manager of Associated Engineering Division Chief Executive of Information and Communication Division
* Koji Izaki	Senior Lead Executive Officer	In charge of Corporate
Mamoru Shimada	Managing Lead Executive Officer	Chief Executive of Osaka Business Promotion Division
Kenji Enomoto	Managing Lead Executive Officer	Chief of Tokyo Head Office Chief Executive of International Division General Manager of Tokyo Metropolitan Business Promotion Division In charge of Sales
Yasuo Kakiuchi	Managing Lead Executive Officer	Chief Executive of Power Division In charge of Safe and Healthy Environment Division Central General Safety and Health Manager
Masanori Kotera	Managing Lead Executive Officer	In charge of Personnel Management Department and Human Resources Development Department
Yuji Washida	Managing Lead Executive Officer	Chief Executive of Technical & Engineering Division In charge of Technical Research Institute In charge of Sales
Hiroaki Kobayashi	Managing Lead Executive Officer	General Manager of General Affairs & Legal Department
Yasuyuki Yonekura	Managing Lead Executive Officer	Chief Executive of Tokyo Business Promotion Division

* If Proposal No. 2 is approved, Messrs. Mikio Matsumura, Takao Uesaka, Kenji Yoshimasu and Koji Izaki will serve concurrently as Directors.

Proposal No. 4: Revision of Remuneration Amount for Directors

The 108th Ordinary General Meeting of Shareholders held on June 24, 2022 approved the amount of monetary remuneration for Directors of the Company as ¥680 million or less per year (including ¥60 million or less per year for Outside Directors; however, the amount does not include the employee salary portion for Directors who concurrently serve as employees).

If Proposal No. 2, “Election of Eleven (11) Directors” (pages 4 to 17), is approved as proposed, the number of Outside Directors will increase by one (1) to seven (7). In addition, considering the increasing importance of Outside Directors, the Company proposes to revise the amount of monetary remuneration for Outside Directors to ¥100 million or less per year, while leaving unchanged the amount of monetary remuneration for Directors (¥680 million or less per year).

With respect to this proposal, considering the increase in the number of Outside Directors and their growing importance, it is deemed necessary and reasonable. Additionally, in order to ensure the appropriateness of Directors’ remuneration and transparency in the decision-making process, deliberation has been conducted by the Nomination and Remuneration Advisory Committee, in which committee members who are Outside Directors constitute the majority, and it is considered appropriate.

- End -