

This document is the translation version of 「第29期定時株主総会招集ご通知」 (“NOTICE OF THE 29th ANNUAL GENERAL MEETING OF SHAREHOLDERS”) which is originally written in Japanese. This document is intended for reference-purpose only. In the event of any discrepancy between this translation and the original Japanese document, the original shall prevail. OSAKA Titanium technologies Co., Ltd. (hereinafter “the Company”) assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from this translation.

Dear Shareholders,

We would like to express our sincere gratitude to all our shareholders for their continued support.

During the year under review, the Japanese economy showed a moderate recovery trend thanks to factors such as continued wage increases, high levels of corporate capital investment, and strong inbound demand. However, soaring prices, further labor shortages, and other factors are also continuing. While the global economy also continues to show a recovery trend, the impact of tariffs under the Trump administration, the ongoing war between Russia and Ukraine, and heightened geopolitical risks due to the war in Iran and other factors have further heightened uncertainty about the future.

Against this backdrop, the Company’s Titanium Business posted lower sales and profits in the 29th fiscal year, mainly due to quality issues at Boeing and excess inventory in the commercial aircraft supply chain. However, we recognize that these are transitory issues and expect commercial aircraft production and the number of aircraft in operation to increase steadily over the medium to long term. In addition, we expect to return to a growth trajectory due to strong demand for engine maintenance, repair, and overhaul. In order to seize this business opportunity, the construction work to increase titanium production capacity by 10,000 tons per year, which was decided in FY2024, is proceeding toward completion at the end of FY2027 as planned. With the completion of this construction work, we will aim to realize the sustainable growth of the Titanium Business, which is the Company’s core business, by establishing the world’s leading quality and supply capacity over the medium to long term.

In the High-Performance Materials Business, we established the High-Performance Business Department in the previous fiscal year to accelerate flexible business management integrating manufacturing and sales. We will also actively promote open innovation in order to capture further growth opportunities in the digital field, which is expected to grow, in high-purity titanium and high-purity titanium tetrachloride for MLCC applications. Through these initiatives, the Company will transform the business portfolio and strengthen the business structure by expanding the High-Performance Materials Business including the development of new businesses.

Realization of human capital management is indispensable for such sustainable growth, and we are promoting three initiatives company-wide: “Recruitment,” “Training” and “Improvement of working environment.” In addition, we will continue to focus on strengthening our financial position, promoting DX, and reducing our environmental impact to further enhance our corporate value.

Based on the above, we have recently announced our “Medium-Term Management Plan” to realize our vision for 2030. We present our Purpose and Vision, management issues, business strategies and

other matters as we aim to become a company that creates the next era by continuing to take on unlimited challenges to unlock the possibilities of materials.

Based on current performance, the year-end dividend will be JPY 13 per share, which, together with the interim dividend of JPY 5 per share, will result in an annual dividend of JPY 18 per share.

We will continue to make every effort to improve our performance and respectfully ask for the continued support and encouragement of our shareholders.

June 2026

Representative Director, Member of the Board & President

Junji Kawafuku

To All Shareholders with Voting Rights:

Junji Kawafuku
Representative Director,
Member of the Board & President
OSAKA Titanium technologies Co., Ltd.
1 Higashihama-cho,
Amagasaki, Hyogo, Japan

**NOTICE OF
THE 29th ANNUAL GENERAL MEETING OF SHAREHOLDERS**

We would like to take this opportunity to thank you for your continued support.

Notice is hereby given that the 29th Annual General Meeting of Shareholders (hereinafter referred to as the “AGM”) of OSAKA Titanium Technologies Co., Ltd. (hereinafter referred to as the “Company”) will be held as follows:

- 1. Date and Time:** Wednesday, 24th June 2026, at 10 am Japan Time (doors open at 9:30 am)
- 2. Place:** Amagasaki Chamber of Commerce, Conference Room 701, 7th floor
3-96 Showa-Dori, Amagasaki, Hyogo, Japan
(Please refer to the “Map to the Venue of the General Meeting of Shareholders” at the end of this document.)
- 3. Meeting Agenda**
 - 1) Matters to Be Reported** The Business Report and Financial Statements for the 29th Term (Financial Year Ended 31st March 2026)
 - 2) Matters to Be Resolved**
 - Item 1** Appointment of four (4) Directors (excluding those who are members of the Audit & Supervisory Committee)
 - Item 2** Appointment of four (4) Directors who are members of the Audit & Supervisory Committee

In convening this AGM, the Company has taken measures to electronically provide the information contained in the AGM Reference Documents (hereinafter referred to as the “Electronic Provision Measures”), which are available on the internet. The Company invites you to visit one of the following websites to check the information on the websites.

[Company’s website]

<https://www.osaka-ti.co.jp/ir/kabunushi.html>

[Tokyo Stock Exchange website (TSE-listed company information service)]

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

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

Access the above website and search for “OSAKA TITANIUM TECHNOLOGIES” in the “Issue name (Company name)” section or simply enter the Company’s securities code “5726”

in the “Code” section. Then, select in the following order: “Basic information,” “Documents for public inspection/PR information” and “Notice of General Shareholders Meeting/Information Materials for a General Shareholders Meeting.”

Please review the AGM Reference Documents and exercise your voting rights in advance by returning the voting form or by the Internet in case you are not able to come to the AGM on-site.

Notes

- The following items (1) and (2) are NOT included in this Notice of AGM as they are posted on the above websites in accordance with the law and Article 17 of the Company’s Articles of Incorporation.
 - (1) In the Business Report, “Major Business Operations,” “Major Offices and Plants,” “Employees,” “Major Lenders,” “Status of Shares,” “Matters Relating to Share Subscription Rights,” “Company Officers: Outside Officers,” “Matters Concerning Accounting Auditor,” “Policy Regarding the Exercise of the Right to Determine Dividends from the Company Surplus,” “Development of Internal Control Systems to Ensure the Appropriateness of Business Operations,” and “Overview of the Operation of Internal Control Systems to Ensure the Appropriateness of Business Operations.”
 - (2) In the Financial Statements, “Statement of Changes in Equity” and “Notes to the Financial Statements.”

- The Business Report audited by the Directors who are members of the Audit & Supervisory Committee consists of the statements in this Notice of AGM and (1) above. The Financial Statements audited by the Accounting Auditors and the Directors who are members of the Audit & Supervisory Committee consist of the statements in this Notice of AGM and (2) above.

- In the event of any amendments to the Electronic Provision Measures, a notice will be posted on the aforementioned websites on the internet to inform shareholders of the amended matters.

AGM Reference Documents

Matters to Be Resolved

Item 1 Appointment of four (4) Directors (excluding those who are members of the Audit & Supervisory Committee)

As the terms of office of all four (4) Directors (excluding those who are members of the Audit & Supervisory Committee) will expire at the conclusion of this AGM, the appointment of four (4) Directors (excluding those who are members of the Audit & Supervisory Committee) is proposed.

The Audit & Supervisory Committee discussed this proposal based on the deliberations of the Nomination and Remuneration Committee. As a result, the Audit & Supervisory Committee expressed the opinion that there were no particular matters to be addressed.

The candidates for Directors (excluding those who are members of the Audit & Supervisory Committee) are as follows:

<List of Candidates for Directors (excluding those who are members of the Audit & Supervisory Committee)>

| Candidate No. | Name | | Current Position & Responsibilities at the Company |
|----------------------|----------------|---------------------|--|
| 1 | Junji Kawafuku | Re-appointed | Representative Director, Member of the Board & President |
| 2 | Harutoyo Waki | Re-appointed | Director, Member of the Board & Senior Managing Executive Officer Oversees the Corporate Planning & Finance, the General Affairs & Human Resources, and the Raw Materials & Purchasing Departments |
| 3 | Tadao Araiike | Re-appointed | Director, Member of the Board & Managing Executive Officer Oversees the Safety, Environment & Disaster Management, the Production Control, the Quality Assurance, the Technology, the Testing & Analysis, the DX Promotion, the Facilities, and the Titanium Manufacturing departments |
| 4 | Jun Matsuoka | Re-appointed | Director, Member of the Board & Executive Officer General Manager of the High-Performance Business Department, the Titanium Sales Department and Tokyo Office |

Notes

1. There are no special interests between each candidate and the Company.
2. The Company has entered into a liability insurance contract with an insurance company for all Directors, Members of the Board, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance policy shall cover any loss that may arise as a result of an insured Director being held liable for the performance of his or her duties or being subject to a claim in respect of such liability. In the event that each candidate is appointed as a director, he or she will become an insured person under the relevant insurance policy and the policy will be renewed during the term of office.

| Candidate No. | Name (Date of Birth) | Personal History, Positions & Responsibilities, and Important Concurrent Positions | | |
|--|---|--|--|---|
| 1 | <p data-bbox="268 264 448 360">Junji Kawafuku (1st April 1960)</p> <div data-bbox="293 389 424 472" style="background-color: black; color: white; padding: 2px; text-align: center; width: fit-content; margin: 5px auto;">Re-appointed</div> | <p data-bbox="475 264 608 293">April 1985</p> <p data-bbox="475 315 608 344">April 2013</p> <p data-bbox="475 389 608 418">April 2014</p> <p data-bbox="475 501 608 530">April 2018</p> <p data-bbox="475 613 608 642">April 2020</p> <p data-bbox="475 680 608 710">June 2020</p> <p data-bbox="475 754 608 784">April 2023</p> <p data-bbox="475 837 608 866">June 2023</p> <p data-bbox="475 949 608 978">June 2024</p> | <p data-bbox="667 264 927 293">Joined Kobe Steel, Ltd.</p> <p data-bbox="667 315 1118 374">Head of Titanium Division, Iron & Steel Business, Kobe Steel, Ltd.</p> <p data-bbox="667 389 1166 486">Senior General Manager, Head of Titanium Division, Iron & Steel Business, Kobe Steel, Ltd.</p> <p data-bbox="667 501 1166 598">Senior General Manager, Assistant Executive Officer of Titanium Division, Iron & Steel Business, Kobe Steel, Ltd.</p> <p data-bbox="667 613 1134 642">Managing Executive Officer, the Company</p> <p data-bbox="667 680 1150 739">Director, Member of the Board & Managing Executive Officer, the Company</p> <p data-bbox="667 754 1134 813">Director, Member of the Board & Senior Managing Executive Officer, the Company</p> <p data-bbox="667 837 1118 934">Director, Member of the Board & Senior Managing Executive Officer, and General Manager of Tokyo Office, the Company</p> <p data-bbox="667 949 1150 1008">Representative Director, Member of the Board & President, the Company(to present)</p> | <p data-bbox="1198 264 1422 344">Number of Shares held in the Company 5,100</p> <p data-bbox="1198 389 1422 508">Attendance at the Board of Directors (FY2025) 13/13 (100%)</p> |
| <p data-bbox="268 1263 735 1292">Reasons for Appointment as a Director</p> <p data-bbox="293 1292 1422 1413">He has been selected as a candidate for Director because, as Representative Director, Member of the Board and President, he has demonstrated strong leadership in management aimed at enhancing corporate value, improving the profitability of the Titanium Business, reforming the business portfolio, and achieving sustainable growth to increase corporate value over medium- to long-term.</p> | | | | |

| Candidate No. | Name (Date of Birth) | Personal History, Positions & Responsibilities, and Important Concurrent Positions | |
|--|--|---|---|
| 2 | <p data-bbox="284 264 437 389">Harutoyo Waki (5th February 1961)</p> <div data-bbox="295 421 426 501" style="background-color: black; color: white; padding: 2px; text-align: center; font-weight: bold;">Re-appointed</div> | <p data-bbox="472 275 1171 338">April 1983 Joined Sumitomo Metal Industries, Ltd. (currently NIPPON STEEL CORPORATION)</p> <p data-bbox="472 353 1171 479">July 2006 Joined Sumitomo Metals (Naoetsu), Ltd. (currently NIPPON STEEL CORPORATION), General Manager of the General Affairs Department</p> <p data-bbox="472 495 1134 589">January 2012 General Manager of the General Affairs Department, the Stainless & Titanium Unit, Sumitomo Metal Industries, Ltd.</p> <p data-bbox="472 604 1091 667">October 2012 General Manager of the General Affairs Department, the Company</p> <p data-bbox="472 683 975 714">July 2015 Chief Manager, the Company</p> <p data-bbox="472 730 1007 761">April 2016 Executive Officer, the Company</p> <p data-bbox="472 777 1086 840">February 2018 Executive Officer, General Manager of Kishiwada Works, the Company</p> <p data-bbox="472 855 1171 918">April 2021 Managing Executive Officer, General Manager of Kishiwada Works, the Company</p> <p data-bbox="472 934 1171 1059">January 2022 Managing Executive Officer, General Manager of the General Affairs & Human Resources Department and General Manager of Kishiwada Works, the Company</p> <p data-bbox="472 1075 1171 1200">April 2024 Managing Executive Officer, General Manager of the Human Capital Development Project Team and General Manager of Kishiwada Works, the Company</p> <p data-bbox="472 1216 1150 1344">April 2025 Senior Managing Executive Officer, General Manager of the Human Capital Development Project Team and General Manager of Kishiwada Works, the Company</p> <p data-bbox="472 1359 1091 1422">May 2025 Senior Managing Executive Officer, the Company</p> <p data-bbox="472 1438 1171 1532">June 2025 Director, Member of the Board & Senior Managing Executive Officer, the Company (to present)</p> <p data-bbox="480 1547 1123 1673">Responsibilities Oversees the Corporate Planning & Finance, the General Affairs & Human Resources, and the Raw Materials & Purchasing Departments</p> | <p data-bbox="1211 264 1449 358">Number of Shares held in the Company 4,900</p> <p data-bbox="1211 389 1417 510">Attendance at the Board of Directors (FY2025) 9/9 (100%)</p> |
| <p data-bbox="268 1693 740 1724">Reasons for Appointment as a Director</p> <p data-bbox="295 1727 1437 1883">He has been selected as a candidate for Director in recognition of his extensive experience and broad insight across corporate functions, including the general affairs and human resources divisions. Since his appointment as Director, he has been responsible for the Finance Department and the Raw Materials & Purchasing Departments, through which he has contributed to strengthening the Company's corporate governance and enhancing corporate value.</p> | | | |

| Candidate No. | Name (Date of Birth) | Personal History, Positions & Responsibilities, and Important Concurrent Positions | |
|--|--|---|---|
| 3 | <p data-bbox="256 264 459 360">Tadao Araiike (1st August 1967)</p> <div data-bbox="295 387 426 465" style="background-color: black; color: white; padding: 2px; text-align: center; font-weight: bold;">Re-appointed</div> | <p data-bbox="464 264 1182 297">April 1991 Joined the Company</p> <p data-bbox="464 315 1182 371">June 2012 Department Manager of Titanium Manufacturing Department, the Company</p> <p data-bbox="464 389 1182 454">July 2013 General Manager of Titanium Manufacturing Department, the Company</p> <p data-bbox="464 472 1182 566">April 2016 Executive Officer, General Manager of Titanium Manufacturing Department, the Company</p> <p data-bbox="464 584 1182 618">April 2018 Executive Officer, the Company</p> <p data-bbox="464 636 1182 730">April 2019 Executive Officer, General Manager of Titanium Manufacturing Department, the Company</p> <p data-bbox="464 748 1182 781">April 2023 Managing Executive Officer, the Company</p> <p data-bbox="464 799 1182 855">June 2023 Director, Member of the Board & Managing Executive Officer, the Company (to present)</p> <p data-bbox="464 873 1182 1032">Responsibilities Oversees the Safety, Environment & Disaster Management, the Production Control, the Quality Assurance, the Technology, the Testing & Analysis, the DX Promotion, the Facilities, and the Titanium Manufacturing departments</p> | <p data-bbox="1187 264 1449 353">Number of Shares held in the Company 4,900</p> <p data-bbox="1187 389 1449 506">Attendance at the Board of Directors (FY2025) 13/13 (100%)</p> |
| <p data-bbox="256 1066 1449 1099">Reasons for Appointment as a Director</p> <p data-bbox="256 1104 1449 1303">He has been selected as a candidate for Director because he has extensive experience and excellent management skills in manufacturing and technology related to the Company's core Titanium Business. Since his appointment as Director, he has also demonstrated leadership in a wide range of areas, including business strategy planning for the Titanium Business, DX initiatives, production capacity expansion, and reforms of Company-wide operations, thereby contributing to the enhancement of corporate value.</p> | | | |

| Candidate No. | Name (Date of Birth) | Personal History, Positions & Responsibilities, and Important Concurrent Positions | |
|---|---|---|---|
| 4 | <p data-bbox="288 264 432 389">Jun Matsuoka (18th August 1969)</p> <p data-bbox="296 421 424 501">Re-appointed</p> | <p data-bbox="480 264 1166 293">April 1992 Joined Kobe Steel, Ltd.</p> <p data-bbox="480 315 1166 405">April 2018 Department Manager of Titanium Sales Department, Titanium Division, Iron & Steel Business, Kobe Steel, Ltd.</p> <p data-bbox="480 427 1166 517">April 2019 General Manager of Titanium Sales Department, Titanium Division, Iron & Steel Business, Kobe Steel, Ltd.</p> <p data-bbox="480 539 1166 629">April 2020 General Manager of Titanium Sales Department, Titanium Unit in the Advanced Materials Business, Kobe Steel, Ltd.</p> <p data-bbox="480 651 1166 741">April 2021 General Manager of Aluminum Casting & Forging Unit in the Advanced Materials Business, Kobe Steel, Ltd.</p> <p data-bbox="480 763 1166 853">April 2023 General Manager of Titanium Unit in the Advanced Materials Business, Kobe Steel, Ltd.</p> <p data-bbox="480 875 1166 904">April 2024 Corporate Adviser, the Company</p> <p data-bbox="480 927 1166 1016">June 2024 Director, Member of the Board & Executive Officer, and General Manager of Tokyo Office</p> <p data-bbox="480 1039 1166 1151">April 2025 Director, Member of the Board & Executive Officer, General Manager of the High-Performance Business Department, and General Manager of Tokyo Office</p> <p data-bbox="480 1173 1166 1263">April 2026 Director, Member of the Board & Executive Officer, and General Manager of Tokyo Office (to present)</p> <p data-bbox="480 1285 1166 1375">Responsibilities General Manager of the High-Performance Business Department, the Titanium Sales Department and Tokyo Office</p> | <p data-bbox="1203 264 1433 353">Number of Shares held in the Company 1,700</p> <p data-bbox="1203 421 1433 533">Attendance at the Board of Directors (FY2025) 13/13 (100%)</p> |
| <p data-bbox="268 1391 743 1420">Reasons for Appointment as a Director</p> <p data-bbox="292 1420 1414 1599">He has been selected as a candidate for Director because he has contributed to improving the corporate value of the Company since his appointment as Director of the Company by leading the High-Performance Businesses and sales divisions with extensive knowledge and wide-ranging insight in the business operations and sales divisions he has cultivated so far. He held key positions in the Titanium Unit and the Aluminum Casting & Forging Unit, which are business units of Kobe Steel, Ltd.</p> | | | |

Item 2 Appointment of four (4) Directors who are members of the Audit & Supervisory Committee

As the terms of office of all four (4) Directors who are members of the Audit & Supervisory Committee will expire at the conclusion of this AGM, the appointment of four (4) Directors who are members of the Audit & Supervisory Committee is proposed.

The members of the Audit & Supervisory Committee have given their consent to this proposal.

The candidates for Directors who are members of the Audit & Supervisory Committee are as follows:

<List of Candidates for Directors who are members of the Audit & Supervisory Committee>

| Candidate No. | Name | | Current Position & Responsibilities at the Company |
|---------------|---------------------|---|---|
| 1 | Shoei Ito | New appointment | General Manager of the Audit Department |
| 2 | Shigehisa Yamaguchi | Reappointment Outside Director Independent Director | Outside Director, Member of the Board (Audit & Supervisory Committee Member) |
| 3 | Masami Oishi | Reappointment Outside Director Independent Director | Outside Director, Member of the Board (Audit & Supervisory Committee Member) |
| 4 | Kayoko Sanuki | New appointment Outside Director Independent Director | |

Notes

1. There are no special interests between each candidate and the Company.
2. The Company has entered into a liability insurance contract with an insurance company for all Directors, Members of the Board, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance policy shall cover any loss that may arise as a result of an insured Director being held liable for the performance of his or her duties or being subject to a claim in respect of such liability. In the event that each candidate is appointed as a director, he or she will become an insured person under the relevant insurance policy and the policy will be renewed during the term of office.

| Candidate No. | Name (Date of Birth) | Personal History, Positions & Responsibilities, and Important Concurrent Positions | |
|---|--|--|---|
| 1 | <p data-bbox="288 264 427 389">Shoei Ito (15th August 1965)</p> <div data-bbox="293 421 422 501" style="border: 1px solid black; padding: 2px; display: inline-block;">Newly-appointed</div> | <p data-bbox="469 277 1177 338">April 1989 Joined Fuji Bank, Ltd. (currently Mizuho Bank, Ltd.)</p> <p data-bbox="469 353 1177 383">October 2005 Joined Ueno Fine Chemicals Industry, Ltd.</p> <p data-bbox="469 398 1177 459">February 2007 General Manager of Legal Department, Ueno Fine Chemicals Industry, Ltd.</p> <p data-bbox="469 474 1177 568">January 2016 General Manager of Legal Department and Audit Department, Ueno Fine Chemicals Industry, Ltd.</p> <p data-bbox="469 584 1177 645">August 2017 General Manager of Legal Department, Ueno Fine Chemicals Industry, Ltd.</p> <p data-bbox="469 660 1177 754">May 2019 General Manager of Legal Department and Audit Department, Ueno Fine Chemicals Industry, Ltd.</p> <p data-bbox="469 770 1177 864">October 2020 Senior General Manager of Legal Department and Audit Department, Ueno Fine Chemicals Industry, Ltd.</p> <p data-bbox="469 880 1177 1010">September 2021 Operating Officer, General Manager of Legal Department and Audit Department, Deputy General Manager of Environmental Measures Division, Ueno Fine Chemicals Industry, Ltd.</p> <p data-bbox="469 1025 1177 1178">January 2023 Operating Officer, General Manager of Finance Department, Legal Department and Audit Department, Deputy General Manager of Environmental Measures Division, Ueno Fine Chemicals Industry, Ltd.</p> <p data-bbox="469 1193 1177 1323">January 2024 Operating Officer, General Manager of Legal Department and Audit Department, Deputy General Manager of Environmental Measures Division, Ueno Fine Chemicals Industry, Ltd.</p> <p data-bbox="469 1339 1177 1400">December 2024 General Manager of the Audit Department, the Company</p> <p data-bbox="469 1415 1177 1476">April 2025 General Manager of the Audit Department, the Company (to present)</p> | <p data-bbox="1209 264 1442 353">Number of Shares held in the Company 0</p> |
| <p data-bbox="268 1532 1433 1561">Reasons for Appointment as a Director who is a Member of the Audit & Supervisory Committee</p> <p data-bbox="293 1563 1407 1749">He has been nominated as a candidate for Director who is a member of the Audit & Supervisory Committee based on his extensive experience, broad knowledge and wide-ranging insight gained through many years in corporate functions. In his capacity as an operating officer of Ueno Fine Chemicals Industry, Ltd., he has engaged in operations related to audit, legal affairs, compliance, finance and environmental measures, and has also appropriately carried out his duties as General Manager of the Company's Audit Department.</p> | | | |

| Candidate No. | Name (Date of Birth) | Personal History, Positions & Responsibilities, and Important Concurrent Positions | |
|---------------|--|---|---|
| 2 | Shigehisa Yamaguchi (11 th June 1952) <div style="border: 1px solid black; background-color: black; color: white; padding: 2px; text-align: center; margin: 5px 0;"> Re-appointed </div> <div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; text-align: center; margin: 5px 0;"> Outside Director </div> <div style="border: 1px solid black; background-color: #808080; color: white; padding: 2px; text-align: center; margin: 5px 0;"> Independent Director </div> | April 1975 Joined Anritsu Electric Co., Ltd. (currently Anritsu Corporation) June 1999 General Manager of Sales Department No. 2, Overseas Sales Division No. 1, Anritsu Corporation July 2002 General Manager of Global Marketing Division, Anritsu Corporation April 2003 Executive Officer, General Manager of Global Business Division, Anritsu Corporation June 2003 Director, Member of the Board, Executive Officer, General Manager of Global Business Division, Anritsu Corporation April 2007 Director, Member of the Board, Managing Executive Officer, General Manager of Global Business Division, Anritsu Corporation April 2008 Director, Member of the Board, Managing Executive Officer, General Manager of Sales and CRM Group, Anritsu Corporation April 2010 Director, Member of the Board, Managing Executive Officer, General Manager of Corporate Planning Office, Anritsu Corporation April 2011 Director, Member of the Board, Anritsu Corporation June 2011 Full-time Auditor, Anritsu Corporation June 2020 Outside Director, the Company June 2022 Outside Director, Member of the Board, Audit & Supervisory Committee Member, the Company (to present) | Number of Shares held in the Company 0 Term of Office as Outside Director (at the conclusion of this AGM) 6 years Attendance at the Board of Directors (FY2025) 13/13 (100%) Attendance at the Audit & Supervisory Committee (FY2025) 12/12 (100%) |

Reasons for Appointment as a Director who is a Member of the Audit & Supervisory Committee and Expected Roles:

He has been re-appointed as a candidate for Outside Director who is a member of the Audit & Supervisory Committee because he is expected to continue to provide appropriate advice to the Company and supervise the execution of business based on the knowledge and experience he has cultivated through his wide range of work experience, including management experience. He has a high level of insight and a wealth of experience as a management executive, having held key positions in overseas business, corporate planning, and other departments at Anritsu Corporation, and he also has deep knowledge of corporate governance, having served as a corporate auditor at Anritsu Corporation. He has used his knowledge and experience to supervise the execution of business from an independent standpoint and has performed his duties appropriately since his appointment as Outside Director and Outside Director who is a member of the Audit & Supervisory Committee at the Company.

Special Notes on the Candidate as an Outside Director:

- He is a candidate for Outside Director, Member of the Board, and has been registered with Tokyo Stock Exchange, Inc. as an Independent Director. In the event that this Item 2 is resolved, and he assumes a post of Outside Director, Member of the Board, he will continue to serve as an Independent Director.
- The Company has entered into a liability limitation agreement with him, which limits his liability to the amount specified in Section 425(1) of the Companies Act. In the event that this Item 2 is resolved, and he assumes a post of Outside Director, the Company intends to continue this liability limitation agreement.

| Candidate No. | Name (Date of Birth) | Personal History, Positions & Responsibilities, and Important Concurrent Positions | |
|---|---|---|--|
| 3 | <p>Masami Oishi (27th August 1966)</p> <p>Re-appointed</p> <p>Outside Director</p> <p>Independent Director</p> | <p>April 1990 Joined the Ministry of Foreign Affairs of Japan (MOFA)</p> <p>March 2005 Left MOFA</p> <p>December 2010 Registered as an attorney-at-law</p> <p>June 2022 Outside Audit & Supervisory Board Member, Ashimori Industry Co., Ltd.</p> <p>October 2022 Joined Progress Law Firm (to present)</p> <p>June 2024 Outside Director, Member of the Board, Audit & Supervisory Committee Member, the Company(to present)</p> | <p>Number of Shares held in the Company 0</p> <p>Term of Office as Outside Director (at the conclusion of this AGM) 2 years</p> <p>Attendance at the Board of Directors (FY2025) 13/13 (100%)</p> <p>Attendance at the Audit & Supervisory Committee (FY2025) 12/12 (100%)</p> |
| <p>Reasons for Appointment as a Director who is a Member of the Audit & Supervisory Committee and Expected Roles:</p> <p>Although she has no experience of being involved in the management of a company other than as an outside director, she has been nominated as a candidate for Outside Director who is a member of the Audit & Supervisory Committee because she has appropriately executed her duties from the perspective of legal risk and compliance with law, based on her knowledge and experience as a legal professional since her appointment as Outside Director who is a member of the Audit & Supervisory Committee at the Company leveraging expertise and broad insights gained from various experiences as legal expert from an independent standpoint in supervising execution of business, and is expected to continue to provide appropriate advice to the Company and supervise the execution of business.</p> <p>Special Notes on the Candidate as an Outside Director:</p> <ul style="list-style-type: none"> • She is a candidate for Outside Director, Member of the Board, and has been registered with Tokyo Stock Exchange, Inc. as an Independent Director. In the event that this Item 2 is resolved, and she assumes a post of Outside Director, Member of the Board, she will continue to serve as an Independent Director. • The Company has entered into a liability limitation agreement with her, which limits her liability to the amount specified in Section 425(1) of the Companies Act. In the event that this Item 2 is resolved, and she assumes a post of Outside Director, the Company intends to continue this liability limitation agreement. | | | |

| Candidate No. | Name (Date of Birth) | Personal History, Positions & Responsibilities, and Important Concurrent Positions | |
|---|--|---|---|
| 4 | Kayoko Sanuki (27 th October 1966) <div style="background-color: black; color: white; padding: 2px; text-align: center;">Re-appointed</div> <div style="border: 1px solid black; padding: 2px; text-align: center;">Outside Director</div> <div style="background-color: gray; color: white; padding: 2px; text-align: center;">Independent Director</div> | April 1985 Joined Kyushu Electric Power Company, Incorporated December 2015 General Manager of Nobeoka Marketing Office, Miyazaki Marketing Center, Kyushu Electric Power Company, Incorporated July 2017 General Manager of Fukuoka Marketing Office, Fukuoka Marketing Center, Kyushu Electric Power Company, Incorporated July 2019 General Manager of Miyazaki Marketing Center, Kyushu Electric Power Company, Incorporated July 2020 Deputy Branch Manager of Miyazaki Branch and General Manager of Marketing Division, Kyushu Electric Power Company, Incorporated June 2021 Executive Officer, Deputy General Manager of Business Solutions Marketing Division, Kyuden Technosystems Corporation June 2023 Senior Executive Officer, Deputy General Manager of Business Solutions Marketing Division, Kyuden Technosystems Corporation June 2025 Executive Officer, Deputy General Manager of Business Solutions Marketing Division, Kyuden Technosystems Corporation | Number of Shares held in the Company 0 |
| <p>Reasons for Appointment as a Director who is a Member of the Audit & Supervisory Committee and Expected Roles:</p> <p>She has been nominated as a candidate for Outside Director who is a member of the Audit & Supervisory Committee in recognition of her extensive experience and high level of insight in sales, marketing and audit, gained through serving in key positions in the Marketing Division of Kyushu Electric Power Company, Incorporated, as well as her experience in corporate management as an executive officer of an affiliated company. The Company expects her to provide appropriate advice and supervise business execution in the areas of business unit management, sales, marketing and audit by leveraging her knowledge and experience.</p> <p>Special Notes on the Candidate as an Outside Director:</p> <ul style="list-style-type: none"> • She is a candidate for Outside Director, Member of the Board. In the event that this Item 2 is resolved, and she assumes a post of Outside Director, Member of the Board, the Company will register her as an independent director with Tokyo Stock Exchange, Inc. • In the event that this Item 2 is resolved, and she assumes a post of Outside Director, the Company intends to enter into a liability limitation agreement with her, which limits her liability to the amount specified in Section 425(1) of the Companies Act. | | | |

Reference

Outline of the Criteria for determining the Independence of Independent Directors

The Company has established criteria for determining the independence of Independent Directors based on the independence standards set by Tokyo Stock Exchange, Inc. Its summary is given below. For more information, please visit our website at <https://www.osaka-ti.co.jp/ir/pdf/cg.pdf>. (Available only in Japanese language)

- In order to be considered independent, an outside Director of the Company must not fall under any of the following categories.
 - (1) Spouses or relatives within the second degree of kinship of Directors, Members of the Board, or principal employees of the Company
 - (2) Major shareholders of the Company
 - (3) Directors or officers, or employees of the Company's major shareholders or lenders
 - (4) Main clients of the Company or their managing officers
 - (5) Those who have received payments, donations, or grants from the Company in excess of a certain amount
 - (6) Those who have fallen under any of the above categories (2) to (5) in the past 5 years
 - (7) Those whose spouse or relatives within the second degree of kinship fall under any of the above categories (2) to (5)

Skills Matrix of Directors (after this AGM)

| Name | Full-time/Outside | Independent Director | Position | Business Unit Management | Finance & Accounting | Governance & Legal Affairs | Global Business | Sales & Marketing | Technology |
|----------------------------|-------------------|----------------------|--|--------------------------|----------------------|----------------------------|-----------------|-------------------|------------|
| Junji Kawafuku (Male) | Full-time | — | Representative Director, Member of the Board & President | ✓ | | | | ✓ | ✓ |
| Harutoyo Waki (Male) | Full-time | — | Director, Member of the Board | | ✓ | ✓ | | | |
| Tadao Araiike (Male) | Full-time | — | Director, Member of the Board | | | | | ✓ | ✓ |
| Jun Matsuoka (Male) | Full-time | — | Director, Member of the Board | ✓ | | | ✓ | ✓ | |
| Shoei Ito (Male) | Full-time | — | Director, Member of the Board (Full-time Audit & Supervisory Committee Member) | | ✓ | ✓ | | | |
| Shigehisa Yamaguchi (Male) | Outside Director | ✓ | Outside Director, Member of the Board (Audit & Supervisory Committee members) | ✓ | | ✓ | ✓ | | |
| Masami Oishi (Female) | Outside Director | ✓ | Outside Director, Member of the Board (Audit & Supervisory Committee members) | | | ✓ | ✓ | | |
| Kayoko Sanuki (Female) | Outside Director | ✓ | Outside Director, Member of the Board (Audit & Supervisory Committee members) | ✓ | | ✓ | | ✓ | |

Notes

1. The proportion of independent outside directors on the Board of Directors of the Company will continue to be more than one-third (3 of 8 Directors).
2. Key skills (up to three) are indicated in this matrix.

****END OF DOCUMENT****

Business Report

(Financial Year Ended 31st March 2026)

1. Company Overview

(1) Business Progress and Results

During the year under review, the Japanese economy maintained a moderate recovery trend against the backdrop of an improved employment and income environment, such as rising wages, and steady inbound demand due to a recovery in the number of foreign tourists visiting Japan. On the other hand, there are continuing concerns about the increase in corporate cost burdens due to inflation and a decline in consumers' willingness to buy goods and services as prices rise as well as the risk of foreign exchange rate fluctuations.

In overseas economies, there still remain challenges including the impact of tightening monetary policies in major countries and the slowdown in the Chinese economy due to sluggish real estate market conditions and declining domestic demand. In addition, uncertainty surrounding the global economy is increasing due to ongoing geopolitical risks associated with the situation in Ukraine, concerns over the impact of the situation in the Middle East on energy prices and logistics costs, uncertainty regarding the procurement of crude oil-related materials adding concerns over corporate activities, and the continuing impact of U.S. tariff policies and trade friction.

Regarding the business environment surrounding the Company, in the Titanium Business, demand across the commercial aircraft supply chain continued to grow as aircraft manufacturers such as Boeing and Airbus expanded their order backlogs in response to rising aircraft demand, while commercial aircraft engine manufacturers increased demand for maintenance, repair and overhaul (MRO). However, inventory adjustments in the supply chain, particularly among commercial aircraft manufacturers, are currently having an impact. In the High-Performance Materials Business, the adjustment phase has been continuing in the semiconductor market, except for AI-related products.

In these business contexts, net sales for the financial year under review amounted to JPY 46,952 million (down 9.6% year-on-year), operating profit to JPY 5,524 million (down 45.2% year-on-year), ordinary profit to JPY 6,434 million (down 29.1% year-on-year) and profit to JPY 2,576 million (down 63.7% year-on-year).

Titanium Business

Regarding sales in the Titanium Business during the financial year under review, while demand for MRO of engines remained strong due to the increase in the number of commercial aircraft in operation, there was impact from inventory adjustments in the supply chain, led by commercial aircraft manufacturers. As a result, export sales increased only 1.5% year-on-year.

Domestic sales, mainly for general industrial applications, also declined significantly (down 42.8% year-on-year) due to sluggish demand and continued inventory adjustments at clients and end-users. As a result, net sales in the Titanium Business amounted to JPY 40,444 million (down 10.6% year-on-year).

Regarding earnings, operating profit was JPY 4,654 million, down 48.1% year-on-year, due to a significant decrease in sales volume for the domestic market and lower selling prices resulting from the export price formula.

High-Performance Materials Business

Net sales in the High-Performance Materials Business for the financial year under review amounted to JPY 6,507 million (down 2.5% year on year). This was mainly due to a reactionary decline following increased sales volumes of high-purity titanium for semiconductor-related sputtering target applications in the previous financial year, when some customers placed spot orders despite continued sluggish demand in the semiconductor market, except for AI-related products.

In terms of profit in the High-Performance Materials Business, operating profit was JPY 870 million (down 22.8% year-on-year) due to lower sales of high-purity titanium.

“Titanium Tetrachloride” and “Titanium Tetrachloride Aqueous Solution,” major products previously included in the “Titanium Business” segment, are included in the “High-Performance Materials Business” segment from the financial year under review (29th term) in order to improve business efficiency by reclassifying them based on their end markets. For the year-on-year comparison of the above, figures for the previous year have been reclassified in accordance with the classification after the change in order to compare them with those of the financial year under review.

(2) Capital Investments

Total capital investment in the year under review amounted to JPY 6,727 million.

This was mainly for the maintenance and improvement of titanium production facilities and the enhancement of production capacity.

(3) Capital Procurement

The funds required for capital investment in the year under review were provided by the Company’s own funds and borrowings.

The Company is working to secure stable funding and strengthen its financial position, including by refinancing long-term borrowings.

(4) Business Results and Asset Trends

| Item | | FY2022 (26 th Term) | FY2023 (27 th Term) | FY2024 (28 th Term) | FY2025 (year under review) |
|-----------------------------|--|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------|
| Net sales | (Japanese yen in millions) | 43,074 | 55,322 | 51,914 | 46,952 |
| Ordinary profit (loss) | (Japanese yen in millions, except per share amounts) | 4,723 | 9,360 | 9,076 | 6,434 |
| Net profit (loss) | (Japanese yen in millions, except per share amounts) | 4,388 | 9,689 | 7,090 | 2,576 |
| Net profit (loss) per share | | 119.27 | 263.3 | 192.69 | 70.02 |
| Total assets | (Japanese yen in millions, except per share amounts) | 81,544 | 92,986 | 100,925 | 107,066 |
| Total equity | (Japanese yen in millions, except per share amounts) | 30,474 | 38,507 | 42,838 | 44,311 |

Notes

Net profit (loss) per share is calculated based on the average number of shares outstanding during the period.

(5) Issues to Be Addressed

Business Issues

Currently, commercial aircraft manufacturers have an increasing backlog of commercial aircraft orders due to the rapid recovery in the number of aircraft in operation following the COVID-19 pandemic. In parallel, demand for MRO at commercial aircraft engine manufacturers is also expanding, and with the aircraft industry as a whole on a growth trajectory, we expect demand for sponge titanium to remain strong over the medium to long term. Once the recent inventory adjustment phase in the supply chain for commercial aircraft is completed, supply-demand conditions are expected to tighten due to increased demand. As a key player supporting the growth of the aircraft industry, securing supply capacity is a challenge.

On the other hand, since our withdrawal from the polysilicon business in 2018, our business structure has become increasingly dependent on demand from the aircraft industry for sponge titanium, posing challenges in terms of overall corporate stability and risk diversification.

Social issues

We recognize green transformation (GX) as an issue to fulfil our corporate social responsibility to help realize a sustainable society. In addition, the working population in Japan is expected to further decline, and we are also faced with the challenges of securing the necessary human resources and improving the efficiency and automation of our operations.

Financial issues

Management with an awareness of cost of capital and stock price is one of the Company's most important management issues. With the normalization of policy interest rates in Japan, the cost of capital is expected to rise further, and we recognize the need to improve capital efficiency. In addition, working capital is increasing in line with business expansion, and securing funds to implement various measures is an important issue for the Company as well.

To address the above issues, we have formulated our Medium-Term Management Plan, "OTC 2030."

In our Medium-Term Management Plan "OTC 2030," we have newly adopted the Purpose and Vision and will work on the Plan from FY2026 to FY2030.

[Purpose] Create an exciting future with advanced materials and technology
[Vision] Become a company with sales of JPY 100 billion and an operating margin of 20% in order to enhance the well-being of all stakeholders (shareholders, business partners, local communities, and employees) in line with our sustainable growth.

In addition, the following indicators have been set as key performance indicators (KPIs) for the Medium-Term Management Plan.

| <KPI Items> | FY2025 results | FY2030 targets |
|--|------------------|-----------------|
| Net sales | JPY 46.9 billion | JPY 100 billion |
| Ratio of operating profit to net sales (ROS) | 12% | 20% |
| Return on equity (ROE) | 6% | 20% |

In line with the issues to be addressed in the Medium-Term Management Plan, we have formulated three strategies (1) Business Strategy, (2) Sustainability Strategy, and (3) Financial Strategy, and established six policies tied to these strategies.

By cycling through the three strategies, we will strive to achieve our key performance indicators (KPIs).

Each strategy and the policies associated with it are as follows.

[1] Business Strategy

Policy 1. Sustainable growth of Titanium Business

- ✓ Maximize profit margins by optimizing pricing in accordance with added value.
- ✓ Operate a new sponge titanium plant to expand production capacity (from 40,000 tons/year to 50,000 tons/year), establish a supply system capable of meeting growing aircraft demand, and further enhance our market presence.
- ✓ Further contribute to the international community as a company that plays a key role in the global aircraft industry by establishing our position as a global leader in sponge titanium manufacturing.

Policy 2. Transformation of business portfolio

- ✓ Focus on investing earnings from the Titanium Business in the High-Performance Materials Business and transform the business portfolio to other growth areas (semiconductor and environmental fields, etc.),
- ✓ In the existing High-Performance Materials Business such as high-purity titanium and titanium tetrachloride, allocate resources to strengthening sales capabilities and improving productivity to enhance profitability.
- ✓ For developing businesses such as alloy TILOP® and SiO anode materials, focus development resources on these businesses and aim to make them profitable as soon as possible.

[2] Sustainability Strategy

Policy 3. Promotion of GX

- ✓ Reduce greenhouse gas emissions in our own manufacturing processes by realizing low-carbon manufacturing through coke substitution technology, and promoting the utilization of green energy, and other measures.
- ✓ Aim to establish our materials as indispensable for improving fuel efficiency of aircraft.
- ✓ Aim to create businesses in the environmental field, such as entering the recycling business applying core technologies.

Policy 4. Promotion of Human Capital Management

- ✓ Strengthen human capital through a three-pronged human resource strategy of “recruitment,” “training,” and “active engagement.”
- ✓ Achieve a virtuous cycle of maintaining and improving engagement and sustainable growth of the company, starting with investment in human resources.

Policy 5: Promotion of DX

- ✓ Build a system that contributes to the advancement of governance, in addition to improving productivity through the centralized management of company-wide data to create a smart factory.
- ✓ Based on the development of DX human resources, promote the use of the latest technologies and promote business transformation such as process automation.

[3] Financial strategy

Policy 6. Financial Strategy

- ✓ After a “seeding period” to complete the investment to increase production capacity of sponge titanium, establish a positive cash flow in a “harvesting period” from FY2029.
 - Improve capital efficiency by carefully selecting investments and improving the cash conversion cycle (CCC)
 - Increase returns to shareholders and reduce financial leverage with the cash generated
- ✓ Reduce the cost of capital and increase the expected growth rate so that improved profitability will maintain and increase the price-to-book ratio (PBR).
 - Improve ROE/ROIC
 - Ensure profitability by reflecting investments in production capacity expansion in the sales price
 - Cost rationalization through improved production efficiency and optimal purchasing of raw materials, etc.
 - Reduce capital costs
 - Establishment of ESG materiality and initiatives to realize it
 - Reduction of information asymmetry through enhanced IR/SR, etc.
 - Improvement of expected growth rate
 - Make long-term development spending with an emphasis on future potentials
 - Securing human resources to meet business challenges, etc.

(6) Important Parent Company and Subsidiaries

Not applicable

2. Company Officers

(1) Directors (As of 31st March 2026)

| Position | Name | Responsibilities at the Company and Important Concurrent Positions |
|--|---------------------|---|
| Representative Director, Member of the Board & President (President) | Junji Kawafuku | |
| Director, Member of the Board (Senior Managing Executive Officer) | Harutoyo Waki | Oversees the Corporate Planning & Finance, the General Affairs & Human Resources, and the Raw Materials & Purchasing Departments |
| Director, Member of the Board (Managing Executive Officer) | Tadao Araiike | Oversees the Safety, Environment & Disaster Management, the Production Control, the Quality Assurance, the Technology, the Testing & Analysis, the DX Promotion, the Facilities, and the Titanium Manufacturing departments |
| Director, Member of the Board (Executive Officers) | Jun Matsuoka | General Manager of the High-Performance Business Department and the Titanium Sales Department, General Manager of the High-Performance Business Department and Tokyo Office |
| Director, Member of the Board (Full-time Audit & Supervisory Committee Member) | Nobuhide Shimamoto | |
| Director, Member of the Board (Audit & Supervisory Committee members) | Shigehisa Yamaguchi | |
| Director, Member of the Board (Audit & Supervisory Committee members) | Masashi Murata | Outside Director, TOA Corporation |
| Director, Member of the Board (Audit & Supervisory Committee members) | Masami Oishi | Outside Audit & Supervisory Board Member, Ashimori Industry Co., Ltd. |

Note:

1. Directors, Members of the Board, Shigehisa Yamaguchi, Masashi Murata and Masami Oishi are Outside Directors, Member of the Board, as stipulated in Article 2, Paragraph 15 of the Companies Act.
2. The Company has designated Directors, Members of the Board, Shigehisa Yamaguchi, Masashi Murata and Masami Oishi as Independent Directors as stipulated by Tokyo Stock Exchange, Inc. and has registered them at the aforementioned exchange.
3. Director, Member of the Board, Nobuhide Shimamoto has many years of experience in operations of accounting and finance, and has an adequate level of knowledge in those sectors.
4. The Company has appointed Nobuhide Shimamoto as a full-time member of the Audit & Supervisory Committee to ensure the effectiveness of the audit.
5. At the 28th AGM held on 26th June 2025, Harutoyo Waki was newly elected as a Director, Member of the Board (excluding those who are members of the Audit & Supervisory Committee), and he assumed his position.

6. The Company has established regulations in its Articles of Incorporation regarding liability limitation agreements with Directors (except those who are managing directors). Based on these regulations, the Company has entered into liability limitation agreements with all Outside Directors, Members of the Board, that limit the amount of liability to the total of each item in Article 425, Paragraph 1 of the Companies Act, in cases where damage arises due to a failure by an Outside Director, Member of the Board, to perform his or her duties, provided that such Director acted in good faith and without gross negligence.
7. The Company has entered into a directors' and officers' liability insurance policy, as stipulated in Article 430-3(1) of the Companies Act, insuring all Directors and Executive Officers, with the premiums fully borne by the Company. The insurance policy covers damages that may arise as a result of the insured person being held liable for the performance of his/her duties or being subject to claims in respect of such liability. In addition, the insurance policy has certain exclusions of liability, such as not covering claims for damages arising from intentional violations of laws and regulations or criminal acts, as a measure to ensure that the proper execution of duties is not impaired.

(2) Remuneration for Directors, Members of the Board

1) Total Amount of Remuneration by Category of Officer, by Type of Remuneration, and Number of Eligible Officers

(Japanese yen in millions, except number of officers)

| Category of Officers | Total Amount of Remuneration | Total Amount of Remuneration by Type | | | Number of Eligible Officers |
|---|------------------------------|--|--------------------------------------|---------------------------------|-----------------------------|
| | | Basic Remuneration (base remuneration) | Performance-based Remuneration, etc. | Non-monetary Remuneration, etc. | |
| Director, Member of the Board (of which, Outside Directors) | 157 (-) | 113 (-) | 43 (-) | - | 5 (-) |
| Directors, Member of the Board - Audit & Supervisory Committee Members (of which, Outside Directors) | 41 (20) | 38 (20) | 2 (-) | - | 4 (3) |
| TOTAL (of which, Outside Directors) | 198 (20) | 152 (20) | 46 (-) | - | 9 (3) |

2) Performance-based Remuneration

Performance-based remuneration is determined by taking into account the Company's performance and dividend levels of the previous financial year as well as the Company's performance and dividend of the financial year under review. The Company has chosen this index in order to share the same values with its shareholders.

The level of company performance in the previous and the financial year under review is shown in the section "(4) Business Results and Asset Trends" on page 20. The annual dividend for the previous financial year was JPY 50 per share and that for the financial year under review is JPY 18 per share.

3) Matters Relating to the Resolution at the AGM on the Remuneration for Directors, Members of the Board

At the 25th AGM held on 22nd June 2022, it was resolved that the remuneration for Directors (excluding those who are members of the Audit & Supervisory Committee) shall not exceed JPY 23 million per month (including JPY 1 million for outside Directors). The number of Directors (excluding those who are members of the Audit & Supervisory Committee) at the close of the said AGM was four (4).

At the 25th AGM held on 22nd June 2022, it was resolved that the remuneration for Directors who are members of the Audit & Supervisory Committee shall not exceed JPY 7 million per month. The number of Directors who are members of the Audit & Supervisory Committee at the close of the said AGM was four (including three (3) Outside Directors).

4) Matters Relating to the Policy for Determining the Details of Remuneration for Directors, Members of the Board

The Board of Directors of the Company, at its board meeting held on 25th February 2021, resolved a policy for determining the details of remuneration for individual Directors, Members of the Board (hereinafter referred to as “the Policy for Determining the Content of Directors’ Remuneration”). Following the establishment of the Nomination & Remuneration Committee as well as the transition to “a company with an audit & supervisory committee,” the Policy for Determining the Content of Directors’ Remuneration was revised by the Board of Directors on 22nd June 2022.

The Board of Directors has confirmed that the method of determining the remuneration and the content of the remuneration determined are consistent with the decision-making policy resolved by the Board of Directors with regard to the remuneration for individual Directors during the year under review, and also confirmed that the decisions on remuneration for Directors are made after explaining the policy on remuneration for Directors to the Nomination & Remuneration Committee and obtaining its opinions prior to the Board of Directors’ resolution in accordance with the decision policy. The Company has confirmed that the policy is in accordance with its decision-making policy.

The details of Policy for Determining the Content of Directors’ Remuneration are as follows:

a) Basic Policy on Remuneration for Individual Directors (hereinafter referred to as “Remuneration”)

- i. Directors’ Remuneration is paid on a monthly basis.
- ii. Remuneration for Directors (excluding outside Directors) consists of a fixed remuneration and a performance-based remuneration which is determined based on comprehensive consideration of performance and dividend in each financial year.
- iii. Outside Directors’ Remuneration is fixed.

b) Policy on Determining the Method of Calculating the Remuneration for Executive Directors

i. Composition of Remuneration

Remuneration for Directors consists of a fixed base remuneration and the Company's performance-based remuneration linked to the performance achievements.

ii. Method of Calculating Remuneration

1) Basic Remuneration (base remuneration)

The base remuneration is fixed by position, taking into account the level commensurate with the required ability and responsibility.

2) Company's Performance-based Remuneration

Performance-based remuneration is determined by taking into account the Company's performance and dividend levels of the previous financial year as well as the Company's performance and dividend of the financial year under review.

In particular, ranges are set according to the level of the Company's performance and dividends, and the amount to be paid for each position is determined for each range. The ratio of performance-based remuneration against total amount of remuneration ranges from 0% to 50%, depending on the level of the Company's performance and dividends.

c) Matters Relating to the Determination of the Details of Remuneration for Directors, Member of the Board

With respect to remuneration for Directors, prior to resolution by the Board of Directors, the policy on Directors' remuneration, including the determination of individual remuneration levels and the approach to the ratio of performance-based remuneration, is explained to the Nomination & Remuneration Committee and its opinions are obtained. The Board of Directors then determines the amount of remuneration for each individual Director based on the payment formula determined by the Nomination & Remuneration Committee, taking into account the calculation method, changes in remuneration levels, the ratio of performance-based remuneration, and remuneration trends for other officers and employees.

5) Matters Relating to the Determination of the Amount of Individual Remuneration for Directors Who Are Members of the Audit & Supervisory Committee

The amount of individual remuneration for each Director who is a member of the Audit & Supervisory Committee is determined by consultation among Directors who are members of the Audit & Supervisory Committee.

Note: Unless otherwise stated, figures in this document are rounded down to the nearest unit for monetary amounts and number of shares, and rounded to the nearest whole number for all other figures.

Balance Sheet

(As of March 31, 2026)

(Japanese Yen in millions)

| Description | Amount | Description | Amount |
|---------------------------------------|----------------|--------------------------------------|----------------|
| (Assets) | | (Liabilities) | |
| Current assets | 64,914 | Current liabilities | 32,244 |
| Cash and deposits | 4,145 | Trade accounts payable | 4,345 |
| Trade accounts receivables | 23,512 | Short-term bank loans | 23,700 |
| Finished products | 20,554 | Accounts payable - other | 182 |
| Work in process | 3,607 | Income tax payable | 338 |
| Raw materials and supplies | 12,742 | Consumption tax payable | 338 |
| Advance payment | 12 | Accrued expenses | 279 |
| Prepaid expenses | 162 | Advances received | 383 |
| Accounts receivable-other | 152 | Deposits received | 55 |
| Other | 26 | Provision for bonuses | 421 |
| Allowance for doubtful receivables | (3) | Provision for environmental measures | 343 |
| Fixed assets | 42,151 | Accounts payable – facilities | 1857 |
| Property, plant, and equipment | 38,713 | Long term liabilities | 30,510 |
| Buildings | 8,673 | Long-term debt | 26,100 |
| Structures | 969 | Provision for retirement benefits | 2,179 |
| Machinery and equipment | 11,157 | Asset retirement obligations | 2,231 |
| Vehicles | 6 | | |
| Tools, furniture, and fixtures | 227 | Total liabilities | 62,754 |
| Land | 14,823 | (Equity) | |
| Construction in progress | 2,855 | Shareholders' equity | 44,311 |
| Intangible assets | 820 | Share capital | 8,739 |
| Software | 736 | Capital surplus | 8,943 |
| Other | 84 | Additional paid-in capital | 8,943 |
| Investments and other assets | 2,617 | Retained earnings | 26,639 |
| Long-term prepaid expenses | 6 | Legal retained earnings | 38 |
| Prepaid pension cost | 1,408 | Other retained earnings | 26,601 |
| Deferred tax assets | 1,176 | Retained earnings brought forward | 26,601 |
| Other | 26 | Treasury stock | (10) |
| | | Total equity | 44,311 |
| Total assets | 107,066 | Total liabilities and equity | 107,066 |

Note Figures are rounded down to the nearest million yen.

Profit and Loss Statement
(Financial Year Ended 31st March 2026)

(Japanese Yen in millions)

| Description | Amount | |
|---|--------|---------------|
| Net sales | | 46,952 |
| Cost of sales | | 35,399 |
| Gross profit | | 11,553 |
| Selling, general and administrative expenses | | 6,028 |
| Operating profit (loss) | | 5,524 |
| Non-operating income | | |
| Interest income | 66 | |
| Foreign exchange gains | 714 | |
| Gain on sale of unnecessary items | 248 | |
| Subsidy income | 152 | |
| Other | 163 | 1,344 |
| Non-operating expenses | | |
| Interest expense | 342 | |
| Commission for syndicated loans | 1 | |
| Fees for earthquake-response loan | 56 | |
| Other | 35 | 434 |
| Ordinary profit (loss) | | 6,434 |
| Extraordinary losses | | |
| Loss on retirement of non-current assets | 1,722 | |
| Impairment loss | 461 | |
| Provision for environmental measures | 343 | |
| Loss on tax purpose reduction entry of non-current assets | 92 | 2,619 |
| Profit before income taxes | | 3,814 |
| Income taxes-current | 704 | |
| Income taxes-deferred | 533 | 1,237 |
| Net profit (loss) | | 2,576 |

Note Figures are rounded down to the nearest million yen.

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