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Securities code: 5602

June 10, 2026

(Date of commencement of measures for electronic provision: June 2, 2026)

To Shareholders with Voting Rights:

Kazutaka Kikumoto
President
Kurimoto, Ltd.
1-12-19, Kitahorie, Nishi-ku, Osaka

**CONVOCATION NOTICE FOR
THE 130TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We are pleased to inform that the 130th Annual General Meeting of Shareholders of Kurimoto, Ltd. (the “Company”) will be held for the purposes as described below.

The Company has taken measures for electronic provision for information that is the contents of the Reference Documents for the General Meeting of Shareholders, etc. (matters subject to measures for electronic provision) in convening this General Meeting of Shareholders, and posted the matters subject to measures for electronic provision on the Company’s website on the Internet. Please access the following website of the Company to review the matters.

<Website of the Company>

<https://www.kurimoto.co.jp/worldwide/en/ir/cat02/meeting.php>

In addition to the above website of the Company, we also post the matters subject to measures for electronic provision are posted on the website of the Tokyo Stock Exchange, Inc. (TSE). Please review the matters by accessing the following website of TSE (“Listed Company Search”), entering and searching for “Kurimoto” in “Issue name (company name)” or the Company’s security code “5602” (single-byte characters) in “Code,” and selecting “Basic information” and then “Documents for public inspection/PR information.”

<TSE website (Listed Company Search)>

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

Please note that you can exercise your voting rights in writing (voting rights exercise form) or by electromagnetic means (via the Internet, etc.) instead of attending the meeting on the day. Please review the Reference Documents for the General Meeting of Shareholders included in the matters subject to measures for electronic provision, and exercise your voting rights by 5:15 p.m. (JST) on Wednesday, June 24, 2026.

- 1. Date and Time:** Thursday, June 25, 2026 at 10 a.m. (JST) (Reception starts at 9:00 a.m.)
- 2. Place:** 7th Floor Meeting Room of the Company
1-12-19, Kitahorie, Nishi-ku, Osaka
- 3. Meeting Agenda:**
- Matters to be reported:**
1. Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements for the Company's 130th Fiscal Year (April 1, 2025–March 31, 2026)
 2. Results of audits by the Accounting Auditor of the Consolidated Financial Statements and Non-consolidated Financial Statements and results of audits by the Audit & Supervisory Board of the Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements for the Company's 130th Fiscal Year (April 1, 2025–March 31, 2026)
- Matters to be resolved:**
- Proposal No. 1** Appropriation of Surplus
- Proposal No. 2** Election of Nine (9) Directors
- Proposal No. 3** Election of Two (2) Substitute Audit & Supervisory Board Members

Exercise of Voting Rights

■ Exercise of voting rights in advance

Exercise of voting rights in writing (by postal mail)

Please indicate your approval or disapproval for each of the proposals on the enclosed Voting Rights Exercise Form and return it to us. When there is no indication of approval or disapproval for each of the proposals in a mailed Voting Rights Exercise Form, the vote shall be deemed as approval.

Due Date and Time for Exercise: The form must be received no later than 5:15 p.m. on Wednesday, June 24, 2026 (JST)

Exercise of voting rights via the Internet

Please read the Guide to the Exercise of Voting Rights via the Internet (available in Japanese only) and exercise your voting rights.

Due Date and Time for Exercise: No later than 5:15 p.m. on Wednesday, June 24, 2026 (JST)

If you exercise your voting rights via a smartphone, “Smart Voting” system is available for use.

■ For those attending the General Meeting of Shareholders

When attending the meeting, please bring this convocation notice and submit the enclosed voting rights exercise form to the reception desk.

If you require support from staff on the day of the meeting, please call the following number by Thursday, June 18.

Kurimoto, Ltd. +81-6-6538-7601 (8:30 a.m. to 5:15 p.m., Monday to Friday, excluding national holidays)

Date and time: 10:00 a.m. on Thursday, June 25, 2026 (JST)
(Reception starts at 9:00 a.m.)

Notes

- (1) If a shareholder exercises the voting rights by postal mail and via the Internet, the vote via the Internet shall be deemed valid. If a shareholder exercises the voting rights more than once via the Internet, the last vote to arrive at the Company shall be deemed valid.
 - (2) The costs of connecting to the Internet shall be borne by the shareholder.
 - (3) We have confirmed the operation of exercising voting rights via the Internet on general internet-connected devices, but it may not be available depends on the device you are using and the situation.
- We also send the paper copy of documents that contain the matters subject to measures for electronic provision to shareholders who have requested it. However, the following matters are excluded from the paper copy pursuant to the provisions of laws and regulations and Article 14 of the Articles of Incorporation of the Company.
 - (1) “Principal Business,” “Major Offices and Factories,” “Status of Employees,” “Status of Principal Lenders,” “Status of Share Acquisition Rights,” “Important Matters Concerning Treasury Shares,” “Status of Accounting Auditors,” “Systems for Ensuring the Properness of Business Activities and the Operation of the Systems,” “Basic Policy on the Control Over the Company,” “Corporate Governance Initiatives” and “Policy on the Decision of Dividend of Surplus, etc.” in the Business Report
 - (2) “Consolidated Statements of Changes in Equity” and “Notes to the Consolidated Financial Statements,” which are part of the Consolidated Financial Statements
 - (3) “Non-consolidated Statements of Changes in Equity” and “Notes to the Non-consolidated Financial Statements,” which are part of the Non-consolidated Financial StatementsAccordingly, the Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements set forth in the documents are part of the documents audited by the Accounting Auditor in preparing its independent auditor’s report and by the Audit & Supervisory Board Members in preparing their audit report.
 - Should the matters subject to measures for electronic provision require any revisions, the revised matters will be posted on each of the websites on which they are posted.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal No. 1 Appropriation of Surplus

Matters concerning year-end dividend

In consideration of the business results for this fiscal year, future business development, and other matters, the Company proposes the year-end dividend for the 130th fiscal year as follows.

1. Type of dividend property
 Cash
2. Matters concerning the allocation of dividend property and the total amount thereof
 28.8 yen per share of common stock of the Company
 Total amount: 1,759,904,064 yen
3. Effective date of dividends of surplus
 June 26, 2026

The Company conducted a 5-for-1 split of its common stock with the effective date of October 1, 2025. The interim dividend (144 yen per share) paid with the record date of September 30, 2025 is equivalent to 28.8 yen per share after the stock split. Therefore, the annual dividend equivalent for this fiscal year, including the year-end dividend, will be 57.6 yen per share, representing an increase of 0.6 yen per share compared with the previous fiscal year.

(Note) For fiscal years prior to the 129th, the annual dividend per share was calculated assuming that the stock split had been conducted at the beginning of each fiscal year.

Proposal No. 2 Election of Nine (9) Directors

The terms of office of nine (9) Directors, namely, Kazutaka Kikumoto, Akitoshi Oda, Yasuharu Yoshinaga, Yoshihiro Uraji, Hitoshi Marutani, Hiroshi Fujimoto, Tomohiko Sato, Kiyoshi Sawai, and Kumiko Shirai will expire at the conclusion of this Annual General Meeting of Shareholders.

Accordingly, the Company proposes the election of nine (9) Directors (all are candidates to be re-elected). The candidates for Directors are as follows.

No.	Name	Current Positions in the Company	Attendance at the Board of Directors Meetings
1	<u>Reappointment</u> Kazutaka Kikumoto (Male)	President	100% (17/17)
2	<u>Reappointment</u> Akitoshi Oda (Male)	Director & Managing Executive Officer	100% (17/17)
3	<u>Reappointment</u> Yasuharu Yoshinaga (Male)	Director & Managing Executive Officer	100% (17/17)
4	<u>Reappointment</u> Yoshihiro Uraji (Male)	Director & Senior Executive Officer	100% (17/17)
5	<u>Reappointment</u> Hitoshi Marutani (Male)	Director & Senior Executive Officer	100% (17/17)
6	<u>Reappointment</u> Hiroshi Fujimoto (Male)	Director & Senior Executive Officer	100% (13/13)
7	<u>Reappointment</u> Tomohiko Sato (Male)	Outside Independent Director	100% (17/17)
8	<u>Reappointment</u> Kiyoshi Sawai (Male)	Outside Independent Director	100% (17/17)
9	<u>Reappointment</u> Kumiko Shirai (Female)	Outside Independent Director	100% (13/13)

(Note) The Attendance at the Board of Directors Meetings is based on those convened during the fiscal year ended March 31, 2026, subsequent to each candidate's assumption of office as a Director.

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	Kazutaka Kikumoto (April 14, 1956) <u>Reappointment</u> Attendance at the Board of Directors Meetings 100% (17/17)	November 1982 Joined the Company April 2002 General Manager, Katano Factory, Construction Materials Division April 2005 General Manager, Administration Department, Construction Materials Division April 2009 General Manager, Engineering Headquarters, Construction Materials Division April 2011 Executive Officer and General Manager, Plastic Products Division, Industrial Construction Materials Business Consolidated Division June 2017 Director, in charge of industrial materials business, and Technology Development Division April 2018 Director, in charge of industrial materials business, Technology Development Division, and logistics June 2018 Director & Senior Executive Officer, in charge of industrial materials business, Technology Development Division, and logistics April 2021 President (to present) Reasons for selection as a candidate for Director Since assuming the office of Director in June 2017, Mr. Kikumoto has contributed significantly to the development of the industrial materials business segment and Technology Development Division. Since April 2018, he has been in charge of logistics in addition to the industrial materials business segment and Technology Development Division, and contributed to the Group's management. From April 2021, he has been leading the Group as President. The Company nominates him as a candidate for Director since it believes that he can continue to contribute to the Group's management based on his wealth of experience and achievements, as well as strong leadership.	123,027 shares

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	Akitoshi Oda (July 24, 1961) <u>Reappointment</u> Attendance at the Board of Directors Meetings 100% (17/17)	April 1984 Joined the Company April 2005 General Manager, Business Planning Division, Planning Headquarters July 2014 General Manager, Human Resource Department June 2017 Executive Officer and General Manager, Corporate Planning Division April 2019 Senior Executive Officer, in charge of finance and corporate planning; General Manager, Corporate Planning Division June 2020 Director & Senior Executive Officer, in charge of finance, internal control, corporate planning, affiliated companies and audit April 2021 Director & Senior Executive Officer, in charge of finance and internal control April 2022 Director & Senior Executive Officer, in charge of finance and human resources April 2023 Director & Senior Executive Officer, in charge of human resources, general affairs and legal affairs April 2025 Director & Managing Executive Officer, in charge of finance, human resources, general affairs and the promotion of digital transformation (DX) June 2025 Director & Managing Executive Officer, in charge of finance and the promotion of digital transformation (DX) (to present) Reasons for selection as a candidate for Director Since assuming the office of Director in June 2020, Mr. Oda has been in charge of finance, internal control, corporate planning, affiliated companies and audit, and since April 2021, he has focused on enhancing areas of finance and internal control. From April 2022, Mr. Oda had been in charge of the human resource field, and from April 2023, he has been in charge of human resources, general affairs and legal affairs. From April 2025, he had been in charge of finance, human resources, general affairs and the promotion of digital transformation (DX) and from June 2025, he has been in charge of finance and DX promotion. The Company nominates him as a candidate for Director since it believes that he can continue to contribute to the Group's management for he has experience, achievements and a high degree of insight related to the areas he is in charge of and management.	48,885 shares

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	Yasuharu Yoshinaga (October 25, 1959) <u>Reappointment</u> Attendance at the Board of Directors Meetings 100% (17/17)	January 1989 Joined the Company October 2004 General Manager, Production Department, Ductile Iron Pipe Division, Sakai Factory March 2009 General Manager, Production Headquarters, Pipe Systems Consolidated Division July 2016 Executive Officer and Assistant General Manager, Ductile Iron Pipe Division April 2019 Executive Officer and General Manager, Ductile Iron Pipe Division April 2021 Senior Executive Officer, in charge of lifeline business segment; and General Manager, Pipe Systems Division April 2022 Senior Executive Officer, in charge of equipment and logistics June 2022 Director & Senior Executive Officer, in charge of equipment and production April 2023 Director & Senior Executive Officer, in charge of equipment, production, logistics, and CSR (safety, quality and environment) April 2025 Director & Managing Executive Officer, in charge of equipment, production, logistics, and CSR (safety, quality and environment) (to present) Reasons for selection as a candidate for Director Mr. Yoshinaga has served as General Manager of the Production Headquarters of the Ductile Iron Pipe Division (serving concurrently as General Manager of the Kagaya Factory and General Manager of the Sakai Factory) and contributed significantly to increase productivity in manufacturing. As Executive Officer and Assistant General Manager of Ductile Iron Pipe Division (currently Pipe Systems Division) since July 2016, and as Senior Executive Officer in charge of lifeline business segment since April 2021, Mr. Yoshinaga achieved results by utilizing his extensive experience, achievements, and high knowledge cultivated in the production in our lifeline business. He assumed the office as Director in June 2022 and took charge of equipment and production. From April 2023, he has also been in charge of logistics and CSR (safety, quality and environment), and he assumed the office as Managing Executive Officer in April 2025. The Company nominates him as a candidate for Director since it believes that he can continue to contribute to the Group's management for he has experience, achievements and a high degree of insight related to the areas he is in charge of and management.	73,738 shares

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
4	Yoshihiro Uraji (April 10, 1962) <u>Reappointment</u> Attendance at the Board of Directors Meetings 100% (17/17)	April 1986 Joined the Company October 2009 General Manager, Sales Headquarter, Materials & Machinery Division, Plant Engineering & Machinery Consolidated Division April 2019 Executive Officer and General Manager, Materials & Machinery Division April 2021 Senior Executive Officer, in charge of machinery system business segment April 2022 Senior Executive Officer, in charge of overseas and Composite Project June 2022 Director & Senior Executive Officer, in charge of overseas and Composite Project April 2023 Director & Senior Executive Officer, in charge of overseas, procurement and Composite Project April 2025 Director & Senior Executive Officer, in charge of Group governance, legal affairs, audit and overseas (to present) Reasons for selection as a candidate for Director Having held prominent positions such as General Manager of Sales Department in Materials & Machinery Division, and Senior Executive Officer in charge of machinery system business segment since April 2021, Mr. Uraji has accumulated results leveraging his extensive experience, achievements, and high knowledge in our machinery system business. He assumed the office as Director in June 2022 and took charge of overseas and Composite Project. From April 2023, he had additionally been in charge of procurement. From April 2025, he has been in charge of Group Governance, legal affairs, audit, and overseas. The Company nominates him as a candidate for Director since it believes that he can continue to contribute to the Group's management for he has experience, achievements and a high degree of insight related to the areas he is in charge of and management.	30,703 shares

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	Hitoshi Marutani (January 19, 1962) Reappointment Attendance at the Board of Directors Meetings 100% (17/17)	April 1985 Joined the Company January 2005 Assistant General Manager, GST Department, Valve Division February 2007 Executive Officer and General Manager, Production Headquarters, Motoyama Eng. Works, Ltd. October 2009 Assistant General Manager, Production Headquarters, Pipe Systems Consolidated Division, the Company April 2015 Director, Motoyama Eng. Works, Ltd. April 2019 President, Motoyama Eng. Works, Ltd. April 2020 Executive Officer, the Company and President, Motoyama Eng. Works, Ltd. April 2023 Executive Officer, in charge of Technology Development Division and intellectual property, the Company June 2023 Director & Senior Executive Officer, in charge of Technology Development Division and intellectual property April 2025 Director & Senior Executive Officer, in charge of Technology Development Division, intellectual property and Composite Project (to present) Reasons for selection as a candidate for Director Mr. Marutani has held management positions mainly in the Production Department, etc. of the Valve Division of the Company and worked on initiatives toward better performance and accumulated results in the Valve Division and Motoyama Eng. Works, Ltd. Since the assumption of the office as President of Motoyama Eng. Works, Ltd. in April 2019, he has worked to further improve its profitability and accumulated a track record of success. In addition, from April 2023, he was in charge of Technology Development Division and intellectual property as Executive Officer of the Company, and in June 2023, he assumed the office of Director. From April 2025 he has newly been in charge of Composite Project. The Company nominates him as a candidate for Director since it believes that he can continue to contribute to the Group's management for he has experience, achievements and a high degree of insight related to the areas he is in charge of and management.	22,618 shares

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
6	Hiroshi Fujimoto (December 25, 1965) <u>Reappointment</u> Attendance at the Board of Directors Meetings 100% (13/13)	April 1989 Joined the Company June 2007 General Manager, Human Resource Department July 2014 General Manager, Administration Department, Materials & Machinery Division April 2021 Executive Officer and General Manager, Materials & Machinery Division April 2025 Senior Executive Officer, in charge of human resources and general affairs June 2025 Director & Senior Executive Officer, in charge of human resources and general affairs (to present) Reasons for selection as a candidate for Director Mr. Fujimoto has served as the General Manager of the General Affairs and Human Resources Departments of the Company, and from July 2014, as the General Manager of the Administration Department of the Materials & Machinery Division. From April 2021, he has leveraged his extensive experience, achievements, and high level of knowledge as General Manager in the same business to produce results. In addition, from April 2025, he has served as Senior Executive Officer, and in June 2025, he assumed the office of Director and has been in charge of human resources and general affairs. The Company nominates him as a candidate for Director because we believe that he can continue to contribute to the Group's management based on his extensive experience, achievements, and deep insight concerning overall operational supervision of business divisions and human resources.	5,819 shares

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
7	Tomohiko Sato (June 22, 1955) Reappointment Outside Independent Attendance at the Board of Directors Meetings 100% (17/17)	April 1978 Joined Inabata & Co., Ltd. June 2012 Executive Officer and General Manager, Housing & Eco Materials Division June 2013 Director and Executive Officer, in charge of Housing & Eco Materials Division June 2015 Director & Managing Executive Officer, in charge of Plastics Division II and Housing & Eco Materials Division June 2019 Director & Managing Executive Officer, in charge of chemicals segment and human resources June 2021 Part-time Corporate adviser June 2021 Outside Director, the Company (to present) June 2022 Retired as Part-time Corporate adviser, Inabata & Co., Ltd. Reasons for selection as a candidate for Outside Director and outline of expected roles Mr. Sato has served in prominent positions, including Director, mainly in the areas of housing & eco materials, synthetic resin, chemicals, etc. and human resources at a specialized trading company. The Company nominates him as a candidate for Outside Director since it believes that he can continue to provide appropriate advice to Group's management from an objective standpoint independent from the management team, as his external perspective based on his achievements is valuable for the Group's management as a whole, especially the enhancement of the management structure, the ensuring of diversity, and the reinforcement of corporate governance of the Company.	13,090 shares

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
8	Kiyoshi Sawai (June 6, 1954) Reappointment Outside Independent Attendance at the Board of Directors Meetings 100% (17/17)	April 1978 Joined Konoike Construction Co., Ltd. November 2008 Operating Officer and Assistant Manager, Tokyo Main Office (in charge of civil engineering) November 2010 Executive Officer, supervising eastern Japan November 2011 Director, Executive Officer, supervising eastern Japan November 2014 Director, Executive Officer, and General Manager, Civil Engineering Headquarters, Head Office November 2016 Director, Senior Executive Officer, and General Manager, Civil Engineering Headquarters, Head Office November 2017 Vice President December 2018 Standing Advisor December 2019 Retired from Konoike Construction Co., Ltd. June 2022 Outside Director, the Company (to present) Reasons for selection as a candidate for Outside Director and outline of expected roles Mr. Sawai has served in prominent positions, including Director, in the areas of civil engineering of a general construction company. The Company nominates him as a candidate for Outside Director since it believes that he can continue to provide appropriate advice to Group's management from an objective standpoint independent from the management team, as his external perspective based on his achievements is valuable for the Group's management as a whole, especially the enhancement and development of the civil engineering areas and the reinforcement of corporate governance of the Company.	9,112 shares

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
9	Kumiko Shirai (December 17, 1962) Reappointment Outside Independent Attendance at the Board of Directors Meetings 100% (13/13)	April 1985 Joined Nihon Unisys, Ltd. (currently BIPROGY Inc.) April 2004 President & CEO of Nihon Unisys Learning Co. April 2006 General Manager, HRD Department of Nihon Unisys, Ltd. (currently BIPROGY Inc.) April 2017 Corporate Officer, Officer in charge of the Operation Division, CRMO, CISO, CPO April 2019 Corporate Officer, Officer in charge of the Human Resources Division, General Manager of the HR Department April 2022 Corporate Officer, Officer in charge of the Global Businesses Division, General Manager of the Global Business Department April 2023 Senior Corporate Officer of UNIADEx, Ltd., CISO, CPO June 2024 Outside Director, MEIDENSHA CORPORATION (to present) March 2025 Retired as Senior Corporate Officer of UNIADEx, Ltd. June 2025 Outside Director, the Company (to present) Reasons for selection as a candidate for Outside Director and outline of expected roles Ms. Shirai has a track record of having served in important positions at system integrator companies, mainly in the human resources divisions and the person responsible for global business, as well as serving as a Director. The Company nominates her as a candidate for Outside Director since it believes that she can continue to provide appropriate advice to Group's management from an objective standpoint independent from the management team, as her external perspective based on her achievements is valuable for the Group's management as a whole, especially the promotion of digital transformation (DX), ensuring of diversity and the reinforcement of corporate governance of the Company.	460 shares

Notes:

1. There are no special interests between the Company and each of the candidates for Director.
2. Each of the candidates for Directors is determined by resolution of the Board of Directors' meeting based on the opinions of the Nomination and Remuneration Committee, chaired by an Outside Director.
3. Mr. Tomohiko Sato, Mr. Kiyoshi Sawai and Ms. Kumiko Shirai are candidates for Outside Directors. In addition, Mr. Tomohiko Sato, Mr. Kiyoshi Sawai and Ms. Kumiko Shirai currently serve as Outside Directors of the Company, and their terms of office as Outside Directors will be five (5) years, four (4) years and one (1) year, respectively, at the conclusion of this Annual General Meeting of Shareholders.
4. The Company has entered into liability limitation agreements with Mr. Tomohiko Sato, Mr. Kiyoshi Sawai and Ms. Kumiko Shirai based on Article 28 of the Company's Articles of Incorporation and Article 427, Paragraph 1 of the Companies Act to limit the liability for damages provided in Article 423, Paragraph 1 of the Act. If their re-election is approved, the Company plans to renew the said agreements. The amount of liability for damages under such agreements shall be limited to the amount stipulated in Article 425, Paragraph 1, Item 1 (c) of the Act.
5. The Company has registered Mr. Tomohiko Sato, Mr. Kiyoshi Sawai and Ms. Kumiko Shirai as independent directors as stipulated in the rules of the Tokyo Stock Exchange. If their re-election as Outside Directors is approved, the Company will continue to report them to the said Exchange as Independent Directors.
6. The number of shares of the Company held by the candidates for Directors includes their shareholdings in Kurimoto Officers' Shareholding Association.
7. The Company has entered into a Directors and Officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Act with an insurance company to insure all of its Directors. The insurance covers any damages that may result from the insured Directors being liable for the performance of their duties or being subject to a claim for the pursuit of such liability. If the candidates assume the office of Directors, they will be insured under the insurance contract. The insurance contract is scheduled to be renewed with the same terms and conditions at the next renewal.

Reference

Skill matrix of Directors and Audit & Supervisory Board Members

If the Proposal No. 2 is approved as originally proposed, the members of Board of Directors and Audit & Supervisory Board and their specialties will be as follows. (At the Board of Directors meeting held on April 9, 2026, the skill categories and qualification requirements were revised to enhance the effectiveness of the Board of Directors.)

Name			Duties	Skills related to management foundation					Skills related to growth strategy		
				Corporate management	Production quality	Finance and accounting	Human resources and labor relations	Legal affairs, compliance and governance	Technology and development	Sustainability	DX・IT
Directors	Kazutaka Kikumoto	(Male)	—	●				●	●		
	Akitoshi Oda	(Male)	Finance and DX Promotion	●		●					●
	Yasuharu Yoshinaga	(Male)	Equipment, production, logistics and CSR (safety, quality and environment)	●	●					●	
	Yoshihiro Uraji	(Male)	Group governance, legal affairs, audit and overseas	●				●			
	Hitoshi Marutani	(Male)	Technology Development Division, intellectual property and Composite Project	●	●				●		
	Hiroshi Fujimoto	(Male)	Human resources and general affairs	●			●				
	Tomohiko Sato	(Male)	—	●			●	●			
	Kiyoshi Sawai	(Male)	—	●	●				●		
	Kumiko Shirai	(Female)	—	●			●				●
Audit & Supervisory Board Members	Yukitaka Fujimoto	(Male)	—			●		●		●	
	Maki Arita	(Female)	—			●					
	Takahiko Yasuhara	(Male)	—	●			●				●

*This table does not represent all of the skills possessed by each individual, but indicates up to three skills that are particularly expected to be demonstrated.

<Reference: Cross-shareholdings>

1. Policy on Cross-Shareholdings

The Company positions the handling of cross-shareholdings as one of its important management issues, and every year, the Board of Directors of the Company examines all listed stock held by the Group, reviewing the purpose of holding each stock and the benefits and risks associated with such holdings from a medium- to long-term perspective. If the Board of Directors of the Company comprehensively judges that the significance of holding a particular stock has diminished, based on the results of this examination, the Company will work to reduce such holdings by, for example, proactively selling the stock.

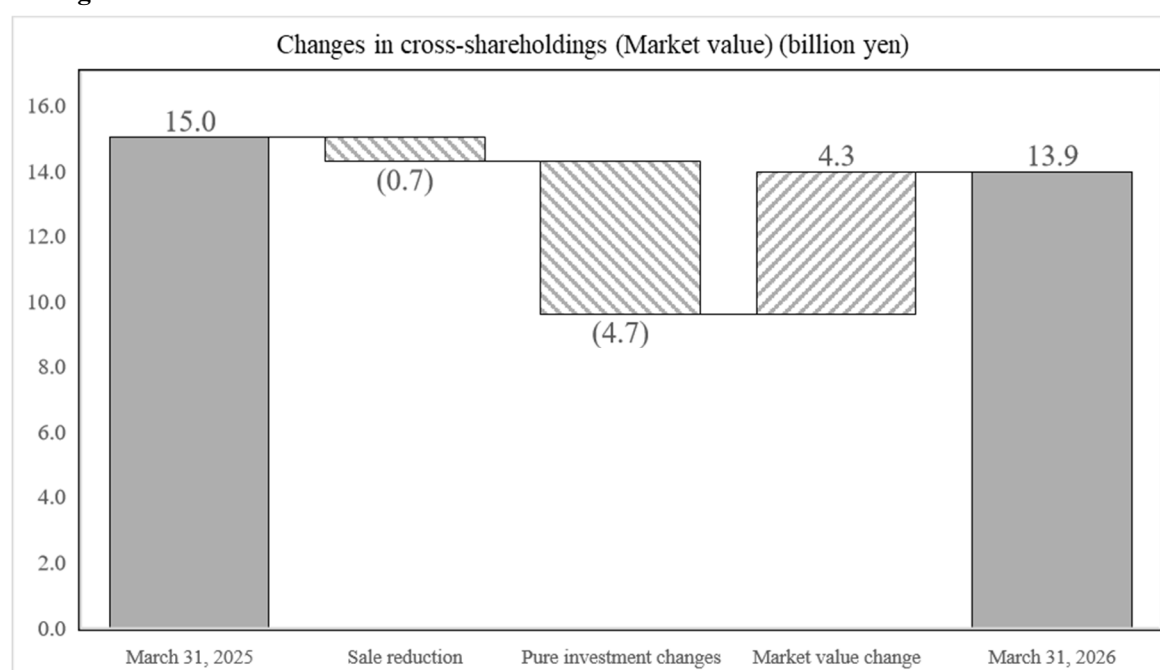
2. Reduction policy in the Kurimoto Group's Three-Year Mid-Term Business Plan (FY2024–FY2026)

- During the current Three-Year Mid-Term Business Plan (FY2024–FY2026), we aim to reduce the amount of shares held by 30%–40%.
- We aim to reduce the percentage of cross-shareholdings to consolidated net assets to less than 10% in the medium- to long-term.

3. Actual reductions in FY2025

In FY2025, the Company reduced its cross-shareholdings by a total of 5.4 billion yen, including a reduction of 0.7 billion yen due to the sale of cross-shareholdings and a reduction of 4.7 billion yen due to the reclassification of shares for which the significance of holding the stock decreased to pure investment purpose. On the other hand, the balance of cross-shareholdings as of March 31, 2026 was 13.9 billion yen, exceeding the forecast balance of 12.8 billion yen disclosed in the previous fiscal year, as the market value of cross-shareholdings increased by 4.3 billion yen due to a rise in the share prices of the stocks held.

Changes in the balance in FY2025



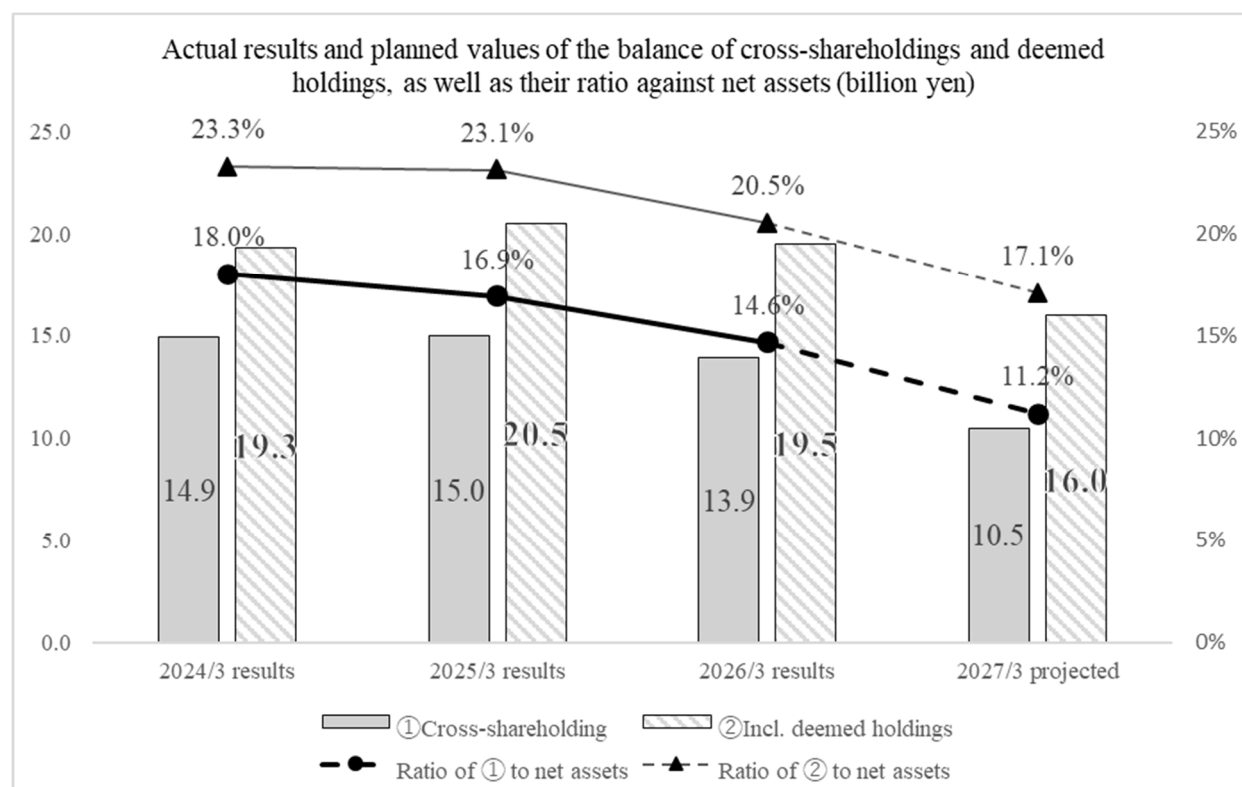
4. Approach to Reclassifying Cross- Shareholdings to Pure Investment Purpose

Even when the Company reclassifies cross-shareholdings as pure investment, such reclassification does not constitute a de facto postponement of reduction. The Company handles such shares on the premise of their phased sale. For shares that were reclassified as pure investment in prior fiscal years, the Company has executed planned sales; in FY2025, it sold all shares of three stocks and half of the shares of one stock. In FY2026, the Company also plans to sell multiple stocks.

5. Reduction plan for FY2026

In FY2026, the Company plans to accelerate the pace of reduction by reclassifying cross-shareholdings, mainly shares of financial institutions, to pure investment purpose and implementing additional reduction measures, including further sales. As a result, the Company aims to reduce the balance of cross-shareholdings to approximately 10.5 billion yen (or approximately 16.0 billion yen including deemed cross-shareholdings) as of March 31, 2027. Going forward, the Company will continue its efforts to achieve an appropriate level of cross-shareholdings by verifying the rationale for holding such shares through deliberations by the Board of Directors, while placing emphasis on constructive dialogue with shareholders and investors.

(Note) The planned figures are based on the market value of shares as of March 31, 2025.



Proposal No. 3 Election of Two (2) Substitute Audit & Supervisory Board Members

The election of substitute Audit & Supervisory Board Members Mr. Minoru Murata and Mr. Seiji Doko will lose its effect at the start of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of two (2) substitute Audit & Supervisory Board Members in order to prepare for cases where the number of Audit & Supervisory Board Members falls below that stipulated by laws and regulations.

The candidate Mr. Yoshiaki Shingu is to be elected as a substitute Audit & Supervisory Board Member for Audit & Supervisory Board Member Mr. Yukitaka Fujimoto, and the candidate Mr. Seiji DoKo is to be elected as a substitute Outside Audit & Supervisory Board Member for Outside Audit & Supervisory Board Members Ms. Maki Arita and Mr. Takahiko Yasuhara.

Prior consent of the Audit & Supervisory Board has been obtained for this proposal.

The candidates for substitute Audit & Supervisory Board Members are as follows.

No.	Name (Date of birth)	Career summary, positions, and significant concurrent positions	Number of shares of the Company held
1	Yoshiaki Shingu (July 21, 1957)	April 1983 Joined the Company March 2002 General Manager, Sasebo Metal Co., Ltd. June 2005 President, Kurimoto Mech Co., Ltd. October 2009 Executive Officer and General Manager, Materials & Machinery Division, Plant Engineering & Machinery Consolidated Division June 2013 Director, in charge of management control, quality control, and auditing; General Manager, Osaka Head Office April 2016 Director, in charge of human resources, general affairs, safety and health, quality control, and production; General Manager, Osaka Head Office April 2018 Director, in charge of machinery system business, quality control, safety and health, and production June 2018 Director & Senior Executive Officer, in charge of machinery system business, quality control, safety and health, and production April 2021 Director & Senior Executive Officer, in charge of Group governance (safety, quality control, environment, CSR, audit and affiliated companies) April 2022 Director & Managing Executive Officer, in charge of Group governance (safety, quality, environment, audit and affiliated companies), CSR, general affairs and legal affairs April 2023 Director & Senior Managing Executive Officer, in charge of finance and Group governance (audit and affiliated companies) April 2025 Director June 2025 Retired as Director June 2025 Corporate Adviser (to present) Reasons for selection as a candidate for substitute Audit & Supervisory Board Member The Company nominates Mr. Shingu as a candidate for substitute Audit & Supervisory Board Member since it believes that he can provide objective advice on the Group's management as a whole from an independent and neutral standpoint, based on his abundant experience in the Materials & Machinery Division and his experience as a Director in charge of the finance, audit, and legal affairs departments of the Company.	87,530 shares

No.	Name (Date of birth)	Career summary, positions, and significant concurrent positions	Number of shares of the Company held
2	Seiji Doko (May 5, 1958) Outside Independent	October, 1985 Joined Audit firm Asahi Shinwa & Co. (currently KPMG AZSA LLC) Osaka office July 1990 Established DOKO Accounting Firm (to present) June 1995 Joined Naniwa Audit Corporation (currently PKF Hibiki Audit Corporation) January 1999 Partner September 2009 Managing Director, Osaka Audit Corporation (currently PKF Hibiki Audit Corporation) June 2021 Retired as Managing Director for Osaka Audit Corporation Reasons for selection as a candidate for substitute Outside Audit & Supervisory Board Member Mr. Doko has accounting knowledge and a wealth of experience cultivated from working in audit corporations. The Company nominates him as a candidate for substitute Outside Audit & Supervisory Board Member since it believes that he can provide objective advice on the Group's management as a whole from an independent and neutral standpoint. Although he has never been directly involved in corporate management, the Company believes that he can appropriately execute his duties as Outside Audit & Supervisory Board Member based on the above reasons.	0 shares

Notes:

1. There are no special interests between each of the candidates for substitute Audit & Supervisory Board Members and the Company.
2. Mr. Seiji Doko is a candidate for substitute Outside Audit & Supervisory Board Member.
3. If Mr. Seiji Doko assumes the office of Outside Audit & Supervisory Board Member, the Company plans to enter into a liability limitation agreement with him based on Article 38 of the Company's Articles of Incorporation and Article 427, Paragraph 1 of the Companies Act to limit the liability for damages provided in Article 423, Paragraph 1 of the Act to the amount stipulated in Article 425, Paragraph 1, Item 1 (c) of the Act.
4. If Mr. Seiji Doko assumes the office of Outside Audit & Supervisory Board Member, the Company plans to newly notify the said Exchanges of his status as Independent Audit & Supervisory Board Member.
5. The Company has entered into a Directors and Officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Act with an insurance company to insure all of its Audit & Supervisory Board Members. The insurance covers any damage that may result from the insured Audit & Supervisory Board Members being liable for the performance of their duties or being subject to a claim for the pursuit of such liability. If the candidates assume the office of Audit & Supervisory Board Members, they will be insured under the insurance contract.