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(Stock Exchange Code 8088)
June 2, 2026

To Shareholders with Voting Rights:

Hiroshi Majima
President and CEO
Iwatani Corporation
6-4, Hommachi 3-chome, Chuo-ku, Osaka

**NOTICE OF
THE 83RD ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We are pleased to notify you of the 83rd Annual General Meeting of Shareholders of Iwatani Corporation (the “Company”). The meeting will be held for the purposes as described below.

The Company has opted to provide materials for the convocation of this General Meeting of Shareholders electronically. Please review the details of information provided electronically on the following websites:

The Company’s website: <https://www.iwatani.co.jp/eng/ir/stock/shareholders/>

Website posting materials for General Meetings of Shareholders:
<https://d.sokai.jp/8088/teiji/> (in Japanese)

In addition to the above websites, the electronically provided information has also been posted on the website of the Tokyo Stock Exchange (TSE). To review the information, please access the Listed Company Search service on the TSE website at the link below. Enter the Company’s name (“Iwatani”) in “Issue name (company name)” or code 8088 in the corresponding field, and click on “Search.” Next, click on “Basic Information” and go to “Documents for public inspection/PR information.” The electronically provided information can be found in “[Notice of General Shareholders Meeting / Informational Materials for a General Shareholders Meeting]” under “Filed information available for public inspection.”

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

If you are exercising your voting rights via the Internet or in writing, please review the Reference Documents for the General Meeting of Shareholders, indicate your vote for or against the proposal on the enclosed Voting Rights Exercise Form and return it so that it is received by 5:15 p.m. on Tuesday, June 16, 2026, Japan time.

- 1. Date and Time:** Wednesday, June 17, 2026 at 10:00 a.m. Japan time
- 2. Place:** Sakura Ballroom (5F), Hilton Osaka Hotel, 1-8-8, Umeda, Kita-ku Osaka-shi, Osaka, Japan
- 3. Meeting Agenda:**
 - Matters to be reported:**
 1. The Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements for the Company's 83rd Fiscal Year (April 1, 2025–March 31, 2026)
 2. Results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements for the Company's 83rd Fiscal Year (April 1, 2025–March 31, 2026)
 - Proposals to be resolved:**
 - Proposal 1:** Appropriation of Surplus
 - Proposal 2:** Election of Twelve Members of the Board

When attending the meeting, please submit the Voting Rights Exercise Form at the reception desk.

Of the electronically provided information, the Matters Concerning Corporate Structure and Policies of the Business Report, the Consolidated Statements of Changes in Net Assets and Notes to Consolidated Financial Statements of the Consolidated Financial Statements, and the Non-consolidated Statements of Changes in Net Assets and Notes to Non-consolidated Financial Statements of the Non-consolidated Financial Statements have not been included in the documents sent to shareholders, based on laws and regulations and Article 16 of the Company's Articles of Incorporation. Accordingly, the documents sent to shareholders are part of the documents that the Accounting Auditor and the Audit & Supervisory Board Members audited in preparing their audit reports.

Any revisions to the electronically provided information will be posted on the websites stated above.

The proceedings of this General Meeting of Shareholders will be conducted in Japanese.

Shareholders who need to be accompanied by an interpreter are requested to make their own arrangements for an interpreter (limited to one person).

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

Concerning the distribution of profits, the Company conducts appropriate return of profits in consideration of factors such as business results and the management environment.

Under such a policy, upon consideration of factors such as the condition of business results, the Company proposes a year-end dividend for the fiscal year under review of ¥23.50 per share. The Company already paid an interim dividend of ¥23.50 per share, resulting in the annual dividend for the fiscal year under review of ¥47 per share, the same amount as the previous fiscal year.

Matters concerning the year-end dividend

(1) Type of dividend assets

Cash

(2) Allocation of dividend assets to shareholders and total amount of dividends

Per share of common stock: ¥23.50

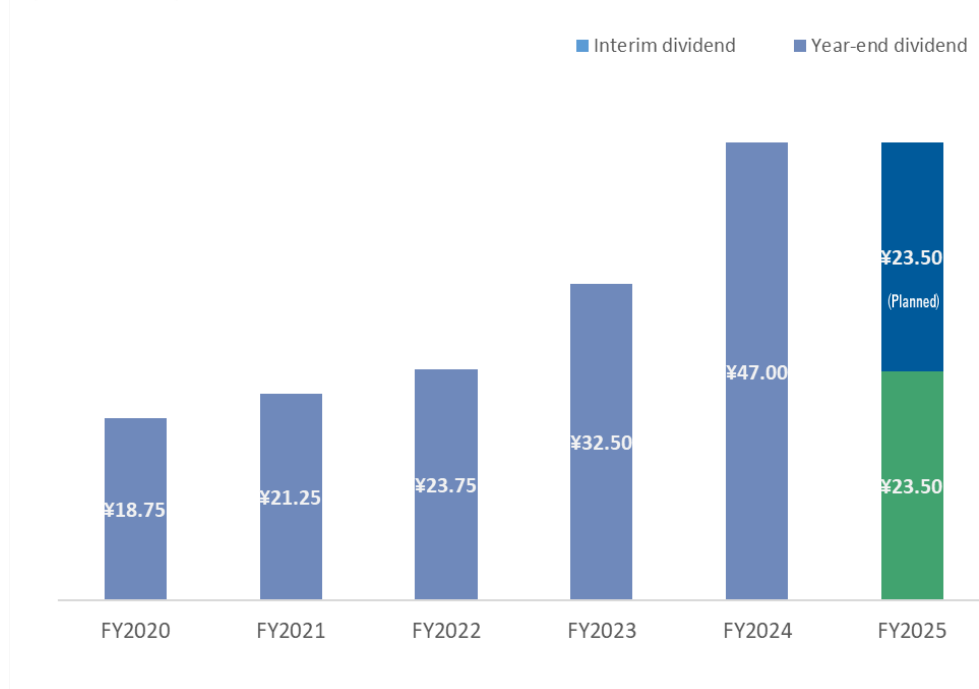
Total dividends: ¥5,414,333,871

The Company paid an interim dividend of ¥23.50 per share, thus the annual dividend for the fiscal year under review will be ¥47 per share, the same amount as the previous fiscal year.

(3) Effective date of dividend payment

June 18, 2026

(Reference) Trend in Dividend Per Share



The Company carried out a 4-for-1 share split of its common stock on October 1, 2024. Dividends prior to the share split are also stated on a post-split basis.

Proposal 2: Election of Twelve Members of the Board

The terms of office of all (twelve) Members of the Board will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company requests the election of twelve Members of the Board, including four Outside Members of the Board.

The candidates are as follows:

No.	Name			Positions and responsibilities at the Company		Attendance at meetings of the Board of Directors
1	Akiji Makino	Reappointment		Chairman		100.0% (16/16)
2	Toshio Watanabe	Reappointment		Vice Chairman		100.0% (16/16)
3	Hiroshi Majima	Reappointment		President and CEO		100.0% (16/16)
4	Manabu Tsuyoshi	Reappointment		Member of the Board Senior Managing Officer	General Manager, Industrial Gases & Machinery Business Group	100.0% (16/16)
5	Hiroshi Fukushima	Reappointment		Member of the Board Senior Managing Officer	General Manager, Technology & Engineering Division; Iwatani R&D Center; Iwatani Advanced Hydrogen Technology Center; Sustainability Management Department; Safety Department; Hydrogen Energy	100.0% (16/16)
6	Kenji Takayama	Reappointment		Member of the Board Senior Managing Officer	Business Administration Department; Information Technology Planning Department; Corporate Planning & Coordination Department; Public Relations Department; Human Resources & General Affairs Department; Legal Department	100.0% (16/16)
7	Kazumasa Terada	Reappointment		Member of the Board Managing Officer	Accounting Department; Audit Department; Chairman, Risk Management Committee	100.0% (13/13)
8	Kenji Motoori	New appointment		Senior Managing Officer	General Manager, Materials Business Group; General Manager, Customer Relations and Services Division; Marketing Department	-
9	Shosuke Mori	Reappointment	Outside Independent	Member of the Board (Part-time)		100.0% (16/16)
10	Hiroshi Sato	Reappointment	Outside Independent	Member of the Board (Part-time)		100.0% (16/16)
11	Hiroyuki Suzuki	Reappointment	Outside Independent	Member of the Board (Part-time)		100.0% (16/16)
12	Yuki Saito	Reappointment	Outside Independent	Member of the Board (Part-time)		93.8% (15/16)

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
1	Akiji Makino (September 14, 1941) Reappointment	March 1965 Joined the Company June 1988 Member of the Board June 1990 Executive Director June 1994 Senior Executive Director April 1996 President, Iwatani Industrial Gases Corporation June 1996 Retired from Member of the Board June 1998 Member of the Board, Executive Vice President April 2000 President June 2004 Executive Officer June 2012 Chairman and CEO April 2026 Chairman (current position) [Significant concurrent positions] • Chairman, CSGGAS Co., Ltd. • Member of the Board, Chairman, Iwatani Industrial Gases Corporation • Member of the Board, KINSEI MATEC CO.,LTD. • Outside Member of the Board, DAIKIN INDUSTRIES, LTD.	304,277 shares
[Reason for nomination as a candidate for Member of the Board] Mr. Akiji Makino, as President since April 2000 and as Chairman and CEO since June 2012, has exercised his excellent management skill and leadership to yield significant results for the enhancement of the corporate value of the Group. Based on his experience and insight, the Company has determined that he is suitable to be Member of the Board and renominated him as a candidate for Member of the Board.			
2	Toshio Watanabe (September 4, 1945) Reappointment	March 1968 Joined the Company April 1996 General Manager, Related Businesses Department General Manager, General Affairs & Personnel Department June 1996 Member of the Board April 2000 Executive Director April 2001 Senior Executive Director April 2003 Member of the Board, Executive Vice President June 2004 Executive Officer June 2006 Representative Executive Vice President June 2012 Vice Chairman (current position) [Significant concurrent positions] • Audit & Supervisory Board Member, CSGGAS Co., Ltd. • Audit & Supervisory Board Member, Iwatani Industrial Gases Corporation • Chairman, KINSEI MATEC CO.,LTD.	214,005 shares
[Reason for nomination as a candidate for Member of the Board] Mr. Toshio Watanabe, as Representative Executive Vice President since June 2006 and as Vice Chairman since June 2012, has strengthened the corporate governance with excellent risk management to yield significant results for the enhancement of the corporate value of the Group. Based on his experience and insight, the Company has determined that he is suitable to be Member of the Board and renominated him as a candidate for Member of the Board.			

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	Hiroshi Majima (July 3, 1958) Reappointment	April 1981 Joined the Company June 2010 Executive Officer April 2011 Managing Officer April 2012 General Manager, Electronics & Machinery Division June 2012 Member of the Board June 2012 Executive Officer April 2014 Executive Director April 2017 Senior Executive Director April 2019 Member of the Board, Vice President April 2020 President April 2026 President and CEO (current position)	109,744 shares
	[Reason for nomination as a candidate for Member of the Board] Mr. Hiroshi Majima has extensive work experience in the Industrial Gases & Machinery Business and the Information Technology Planning division, and the Corporate Planning & Coordination division. He, as President since April 2020 and as President and CEO since April 2026, has exercised his excellent leadership to yield significant results for the enhancement of the corporate value of the Group. Based on his experience and insight, the Company has determined that he is suitable to be Member of the Board and renominated him as a candidate for Member of the Board.		
4	Manabu Tsuyoshi (February 25, 1964) Reappointment	April 1989 Joined the Company June 2017 Executive Officer April 2018 Managing Officer April 2019 General Manager, Hydrogen Division June 2020 Member of the Board, Managing Officer April 2022 Member of the Board, Senior Managing Officer (current position) April 2026 General Manager, Industrial Gases & Machinery Business Group (current position) [Significant concurrent positions] • Member of the Board, Tokico System Solutions, Ltd. • Member of the Board, Iwatani (China) Ltd. • Director, IWATANI CORPORATION OF AMERICA	49,989 shares
	[Reason for nomination as a candidate for Member of the Board] Mr. Manabu Tsuyoshi has extensive work experience in the Industrial Gases & Machinery Businesses. Since April 2022, he, as Member of the Board and Senior Managing Officer, has been in charge of the Hydrogen division, and since April 2026, he has been in charge of the Industrial Gases & Machinery Business division to yield significant results for the enhancement of the corporate value of the Group. Based on his experience and insight, the Company has determined that he is suitable to be Member of the Board and renominated him as a candidate for Member of the Board.		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
5	Hiroshi Fukushima (November 6, 1962) Reappointment	April 1987 Joined the Ministry of International Trade and Industry (currently the Ministry of Economy, Trade and Industry) June 2013 Director for Technology Affairs and Advanced Capacity Building Strategy, Minister's Secretariat July 2015 Deputy Director-General, Manufacturing Industries Bureau June 2016 Director-General for Commerce and Distribution Policy (Industrial Safety) July 2017 Director-General for Technology Policy Coordination and Industrial and Product Safety, Minister's Secretariat November 2019 Joined the Company, Managing Officer December 2019 Safety & Environment December 2019 Hydrogen Energy (current position) April 2020 Senior Managing Officer Responsible for Energy Division and Industrial Gases Division April 2022 General Manager, Technology & Engineering Division (current position) Iwatani R&D Center, Iwatani Advanced Hydrogen Technology Center (current position) June 2022 Member of the Board, Senior Managing Officer (current position) April 2023 Sustainability Management Department (current position) Safety Department (current position) [Significant concurrent positions] • Member of the Board, Iwatani (China) Ltd.	27,247 shares
[Reason for nomination as a candidate for Member of the Board] After filling key posts in the Ministry of Economy, Trade and Industry including Director-General for Technology Policy Coordination and Industrial and Product Safety, Minister's Secretariat, Mr. Hiroshi Fukushima joined the Company in November 2019 and was in charge of Safety Department and Hydrogen Energy. Since June 2022, he, as Member of the Board and Senior Managing Officer, has been in charge of the Technology & Engineering division, Iwatani R&D Center, Iwatani Advanced Hydrogen Technology Center and Hydrogen Energy, and since April 2023, he has been in charge of the Sustainability Management Department and Safety Department to yield significant results for the enhancement of the corporate value of the Group. Based on his experience and insight, the Company has determined that he is suitable to be Member of the Board and renominated him as a candidate for Member of the Board.			

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
6	Kenji Takayama (November 28, 1966) Reappointment	April 1990 Joined the Company April 2020 Executive Officer General Manager, Human Resources & General Affairs Department April 2022 Managing Officer General Manager, Corporate Planning & Coordination Department October 2022 Information Technology Planning Department April 2023 Senior Managing Officer New System Promotion Department April 2024 Corporate Planning & Coordination Department (current position) June 2024 Member of the Board, Senior Managing Officer (current position) April 2025 Logistics Department, Audit Department April 2025 Business Administration Department, Information Technology Planning Department, Public Relations Department, Human Resources & General Affairs Department, Legal Department (current position)	33,127 shares
[Reason for nomination as a candidate for Member of the Board] Mr. Kenji Takayama has extensive work experience in the Integrated Energy and Industrial Gases & Machinery Businesses as well as the Corporate Planning & Coordination and Human Resources & General Affairs. Since June 2024, he, as Member of the Board and Senior Managing Officer, has been in charge of the Corporate Planning & Coordination division and New System Promotion division, and in charge of the management division since April 2025, to yield significant results for the enhancement of the corporate value of the Group. Based on his experience and insight, the Company has determined that he is suitable to be Member of the Board and renominated him as a candidate for Member of the Board.			
7	Kazumasa Terada (September 6, 1969) Reappointment	April 1993 Joined The Sanwa Bank, Limited. (currently MUFG Bank, Ltd.) April 2022 Area General Manager (in charge of West Japan), MUFG Bank, Ltd. June 2023 Executive Officer, Area General Manager (in charge of West Japan), MUFG Bank, Ltd. May 2025 Joined the Company, Advisor June 2025 Member of the Board, Managing Officer (current position) Accounting Department (current position) April 2026 Audit Department (current position) Chairman, Risk Management Committee (current position)	3,456 shares
[Reason for nomination as a candidate for Member of the Board] After filling several key posts in a bank including Executive Officer, Mr. Kazumasa Terada joined the Company in May 2025 and, since June 2025, has been in charge of the Accounting Department as Member of the Board and Managing Officer. Since April 2026, he has been in charge of the Audit Department and Chairman of the Risk Management Committee to yield significant results for the enhancement of the corporate value of the Group. Based on his experience and insight, the Company has determined that he is suitable to be Member of the Board and renominated him as a candidate for Member of the Board.			

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions		Number of shares of the Company held
8	Kenji Motoori (January 28, 1965) New appointment	April 1987 April 2019 April 2020 April 2022 April 2023 April 2026	Joined the Company Executive Officer Managing Officer General Manager, Materials Division Senior Managing Officer (current position) General Manager, Materials Business Group (current position) General Manager, Customer Relations and Services Division (current position) Marketing Department (current position) [Significant concurrent positions] • Audit & Supervisory Board Member, KINSEI MATEC CO.,LTD. • Member of the Board, Iwatani (China) Ltd. • Member of the Board, Shanghai Iwatani Co., Ltd.	16,303 shares
	[Reason for nomination as a candidate for Member of the Board] Mr. Kenji Motoori has extensive work experience in the Materials and Global Businesses. Since April 2023, he, as Senior Managing Officer, has been in charge of the Materials division, and since April 2026 in charge of the Customer Relations and Services Division and Marketing division, to yield significant results for the enhancement of the corporate value of the Group. Based on his experience and insight, the Company has determined that he is suitable to be Member of the Board and nominated him as a new candidate for Member of the Board.			
9	Shosuke Mori (August 6, 1940) Reappointment Outside Independent	April 1963 June 1997 June 1999 June 2001 June 2005 June 2010 June 2019	Joined The Kansai Electric Power Co., Inc. Member of the Board, The Kansai Electric Power Co., Inc. Executive Director, The Kansai Electric Power Co., Inc. Executive Vice President, The Kansai Electric Power Co., Inc. President and Representative Director, The Kansai Electric Power Co., Inc. Chairman and Representative Director, The Kansai Electric Power Co., Inc. Member of the Board, the Company (current position)	16,721 shares
	[Reason for nomination as a candidate for Outside Member of the Board and expected role] Mr. Shosuke Mori has engaged in the management of corporations supporting societal infrastructure including electricity, information communication and urban development. He also served as Chairman of Kansai Economic Federation. He has extensive experience and broad insight regarding corporate management as a whole. Since 2019, he, as Outside Member of the Board, has supervised the Company’s management properly from an independent position and has given meaningful advice on management policies and strategies. He has also made efforts as Chairman of the Nomination and Compensation Committee to ensure transparency, objectivity and fairness of the director election and compensation. The Company expects him to continuously carry out his duties as Outside Member of the Board properly and adequately and to give advice on environmental initiatives and global business, contributing to the enhancement of the corporate value of the Group. Therefore, the Company has renominated him as a candidate for Outside Member of the Board.			

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
10	Hiroshi Sato (September 25, 1945) Reappointment Outside Independent	April 1970 Joined Kobe Steel, Ltd. June 1996 Member of the Board, Kobe Steel, Ltd. June 2003 Senior Executive Director, Kobe Steel, Ltd. April 2004 Representative Executive Vice President, Kobe Steel, Ltd. April 2009 President, Kobe Steel, Ltd. April 2013 Chairman, Kobe Steel, Ltd. April 2016 Member of the Board, Senior Advisor to the Board, Kobe Steel, Ltd. June 2016 Senior Advisor to the Board, Kobe Steel, Ltd. April 2018 Advisor, Kobe Steel, Ltd. (current position) June 2021 Member of the Board, the Company (current position) [Significant concurrent positions] • Outside Member of the Board, Sumitomo Electric Industries, Ltd.	19,711 shares
[Reason for nomination as a candidate for Outside Member of the Board and expected role] Mr. Hiroshi Sato has engaged in the management of a corporation with a wide range of business domains including materials centering around iron and steel, machinery and energy, and has extensive experience and broad insight regarding corporate management as a whole. Since 2021, he, as Outside Member of the Board, has supervised the Company's management properly from an independent position and has given meaningful advice on management policies and strategies. He has also made efforts as a member of the Nomination and Compensation Committee to ensure transparency, objectivity and fairness of the director election and compensation. The Company expects him to continuously carry out his duties as Outside Member of the Board properly and adequately and to give advice on business administration including affiliates management and plants management, contributing to the enhancement of the corporate value of the Group. Therefore, the Company has renominated him as a candidate for Outside Member of the Board.			
11	Hiroyuki Suzuki (February 7, 1946) Reappointment Outside Independent	August 1980 Joined Maruichi Steel Tube Ltd. June 1983 Member of the Board, Maruichi Steel Tube Ltd. June 1990 Executive Director, Maruichi Steel Tube Ltd. June 1997 Senior Executive Director, Maruichi Steel Tube Ltd. June 1999 Representative Executive Vice President, Maruichi Steel Tube Ltd. April 2003 President, Maruichi Steel Tube Ltd. June 2003 President and Executive Officer, Maruichi Steel Tube Ltd. June 2013 Chairman and CEO, Maruichi Steel Tube Ltd. (current position) June 2022 Member of the Board, the Company (current position) [Significant concurrent positions] • Chairman and CEO, Maruichi Steel Tube Ltd. • President, Maruichi Kohan Ltd. • President, Kyushu Maruichi Steel Tube Ltd. • Outside Member of the Board, Nippon Venture Capital Co., Ltd.	19,566 shares
[Reason for nomination as a candidate for Outside Member of the Board and expected role] Mr. Hiroyuki Suzuki has engaged in the management of a general pipe manufacturer developing a wide range of production and sales of pipes home and abroad. He also served as Representative Director of Kansai Association of Corporate Executives. He has extensive experience and broad insight concerning corporate management as a whole. Since 2022, he, as Outside Member of the Board, has supervised the Company's management properly from an independent position and has given meaningful advice on management policies and strategies. He has also made efforts as a member of the Nomination and Compensation Committee to ensure transparency, objectivity and fairness of the director election and compensation. The Company expects him to continuously carry out his duties as Outside Member of the Board properly and adequately and to give advice on global business development, contributing to the enhancement of the corporate value of the Group. Therefore, the Company has renominated him as a candidate for Outside Member of the Board.			

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
12	Yuki Saito (November 13, 1978) Reappointment Outside Independent	October 2006 Registered as attorney-at-law Joined Sakura Law Office January 2012 Partner Attorney, Sakura Law Office (current position) October 2015 Part-time judge (Family Conciliation Judge) June 2023 Member of the Board, the Company (current position) [Significant concurrent positions] • Partner Attorney, Sakura Law Office • Outside Member of the Board (Audit & Supervisory Committee Member), KURIYAMA HOLDINGS CORPORATION • Outside Member of the Board (Audit & Supervisory Committee Member), MORY INDUSTRIES INC.	1,889 shares
[Reason for nomination as a candidate for Outside Member of the Board and expected role] Although Ms. Yuki Saito has no prior experience in directly engaging in the management of corporations, she possesses extensive experience as an attorney-at-law and broad insight concerning legal matters. Since 2023, she, as Outside Member of the Board, has supervised the Company's management properly from an independent position and has given meaningful advice on management policies and strategies. She has also made efforts as a member of the Nomination and Compensation Committee to ensure transparency, objectivity and fairness of the director election and compensation. The Company expects her to continuously carry out her duties as Outside Member of the Board properly and adequately and to give advice on further improvement of corporate governance, contributing to the enhancement of the corporate value of the Group. Therefore, the Company has renominated her as a candidate for Outside Member of the Board.			

(Notes)

1. Messrs. Shosuke Mori, Hiroshi Sato, Hiroyuki Suzuki, and Ms. Yuki Saito are candidates for Outside Members of the Board. The Company has reported them as Independent Officers to the Tokyo Stock Exchange.
2. Messrs. Shosuke Mori, Hiroshi Sato, Hiroyuki Suzuki, and Ms. Yuki Saito are currently Outside Members of the Board of the Company, and their terms of office will have reached seven (7) years, five (5) years, four (4) years, and three (3) years, respectively, at the conclusion of this General Meeting of Shareholders.
3. The Company has a transaction relationship for selling/buying merchandise and products with Kobe Steel, Ltd., where Mr. Hiroshi Sato serves as Advisor, and with Sumitomo Electric Industries, Ltd., where he serves as Outside Member of the Board. The transaction amounts account for less than 1% of the sales of the Company and less than 1% of the sales of Kobe Steel, Ltd. and Sumitomo Electric Industries, Ltd.
4. The Company has a transaction relationship for selling merchandise and products with Maruichi Steel Tube Ltd., where Mr. Hiroyuki Suzuki serves as Chairman and CEO. The transaction amount accounts for less than 1% of the sales of the Company and less than 1% of the sales of Maruichi Steel Tube Ltd. The Company has no transaction relationship with Maruichi Kohan Ltd. and Kyushu Maruichi Steel Tube Ltd., where he serves as President, and with Nippon Venture Capital Co., Ltd., where he serves as Outside Member of the Board.
5. The Company has a legal advisory contractual relationship and other business relationships with Sakura Law Office, in which Ms. Yuki Saito is a partner Attorney. The transaction amount accounts for less than 1% of the sales of the Company and less than 5% of the sales of Sakura Law Office. Therefore, the Company judges that this will not impact her independence, as she has not been involved in any work related to the Company. The Company has a transaction relationship for selling/buying merchandise and products with MORY INDUSTRIES INC., where she serves as Outside Member of the Board (Audit & Supervisory Committee Member). The transaction amount accounts for less than 1% of the sales of the Company and less than 3% of the sales of MORY INDUSTRIES INC. Therefore, the Company judges that this will not impact her independence. The Company has no transaction relationship with KURIYAMA HOLDINGS CORPORATION, where she serves as Outside Member of the Board (Audit & Supervisory Committee Member).
6. Except for the items 3, 4 and 5 above, no special interests exist between the candidates and the Company.
7. The Company has entered into agreements with Messrs. Shosuke Mori, Hiroshi Sato, Hiroyuki Suzuki, and Ms. Yuki Saito that limit the maximum amount of liability for damages set forth in Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreements is the minimum liability amount stipulated in Article 425, Paragraph 1 of the said Act. In the event that their reelection is approved in accordance with this Proposal, the Company intends to continue the agreements that it has entered into with them.
8. The Company has entered into a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with all Members of the Board, all Audits & Supervisory Board Members, all Executive Officers, all Accounting Advisors, all Accounting Auditors and all significant employees of the Company and its subsidiaries (including those assumed office after the execution of the

contract). When the candidates assume the office of Members of the Board, they will be insured under the insurance contract. In addition, the said insurance contracts will be renewed on November 1, 2026. For general information about the said insurance contract, see “(Note) 3. Matters concerning the directors and officers liability insurance contract” in “(1) Members of the Board and Audit & Supervisory Board Members” under “4. Matters Concerning Company Officers” in the Business Report (in Japanese).

(Reference)**Skill Matrix of the Board of Directors after the General Meeting of Shareholders (plan)**

(Note) The matrix of members of the Board of Directors shown in the table below has been prepared based on an assumption that the candidate listed in this Notice of the General Meeting of Shareholders is approved as originally proposed.

		Corporate manage- ment	Financial account- ing	Legal affairs / risk manage- ment	HR / talent develop- ment	Sales / marketing	Global	R&D	Product- ion engineer- ing	ESG / sustain- ability	IT / digital
Chairman	Akiji Makino	●		●		●	●			●	
Vice Chairman	Toshio Watanabe	●	●	●	●						
President and CEO	Hiroshi Majima	●		●		●	●			●	●
Member of the Board	Manabu Tsuyoshi					●	●	●	●	●	
Member of the Board	Hiroshi Fukushima			●				●	●	●	
Member of the Board	Kenji Takayama			●	●	●				●	●
Member of the Board	Kazumasa Terada		●			●				●	
Member of the Board	Kenji Motoori					●	●			●	
Outside Member of the Board	Shosuke Mori	●				●	●			●	
Outside Member of the Board	Hiroshi Sato	●						●	●	●	
Outside Member of the Board	Hiroyuki Suzuki	●				●	●			●	
Outside Member of the Board	Yuki Saito			●	●					●	

Skill Item	Reason for selecting the Skill
Corporate management	As experience in and insight into corporate management are important to promote the enhancement of the corporate value and sustainable growth in broadly developing business home and abroad centering around “Gas & Energy” as a company needed by society
Financial accounting	As professional experience and insight in the fields of finance, accounting and tax accounting are important for securing financial soundness, investing for sustainable growth and enhancing corporate value
Legal affairs / risk management	As professional experience and insight regarding laws and risk management are important to enhance compliance management and strengthen risk management system
HR / talent development	As experience and insight regarding talent development, appropriate allocation, diversity, workstyle and the like are important to have individual abilities of “human resources,” which are the source of sustainable value creation, demonstrate utmost
Sales / marketing	As professional sales experience and insight into marketing in each line of business are important to respond to diversified needs of customers and markets
Global	As experience in business management abroad and insight into international affairs, economy and culture are important in developing business based on the characteristics in each area overseas
R&D	As experience and insight regarding technology and R&D are important in business development utilizing technology strategies and R&D based on “Gas & Energy”
Production engineering	As experience and insight regarding production, filling, and safety control are important for enhancing “Gas & Energy” handling technologies, engineering capabilities and safety system
ESG / sustainability	As experience and insight regarding environment issues and social issue solutions are important to incorporate the viewpoints of environment, society, and corporate governance into growth strategies and practice sustainable management
IT / digital	As experience and insight regarding information-related, digital transformation and the like are important to strive for digitization, operational efficiency and information security enhancement that are required in business transformation

End