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(Stock Exchange Code 1961)

June 5, 2026

(Start date of measures for electronic provision: June 1, 2026)

To Shareholders with Voting Rights:

Kazuhiro Nagoya
Representative Director and President
SANKI ENGINEERING CO., LTD.
8-1, Akashicho, Chuo-ku, Tokyo

**NOTICE OF CONVOCATION OF
THE 102nd ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

Please be informed that the 102nd Annual General Meeting of Shareholders of SANKI ENGINEERING CO., LTD. (the “Company”) will be held for the purposes as described below.

When convening this General Meeting of Shareholders, the Company will take measures for electronic provision, and will post the matters subject to measures for electronic provision on the following websites on the Internet.

[The Company’s website]

<https://www.sanki.co.jp/ir/stock/meeting.html>

In addition to the above, the matters subject to measures for electronic provision are also posted on the website presented below.

[Tokyo Stock Exchange website (Listed Company Search service)]

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

(Please access the Tokyo Stock Exchange website above, enter “Sanki Engineering” in the Issue name (company name) or enter “1961” in the Code, click “Search,” and then click “Basic information” and select “Documents for public inspection/PR information.” On the “Filed information available for public inspection” section, please review the documents from “Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting.”)

Instead of attending the meeting, you may exercise your voting rights by either of the methods below. Please review the Reference Documents for the General Meeting of Shareholders posted on the matters subject to measures for electronic provision, and exercise your voting rights by no later than 5:00 p.m. Japan time on Tuesday, June 23, 2026.

[Exercising Voting Rights in Writing]

Please indicate your proposals on the enclosed Voting Rights Exercise Form, and return it such that it arrives by the above deadline for exercise.

[Exercising Voting Rights via the Internet]

Please review the “Guide to Exercising Voting Rights via the Internet” on page 5 (Japanese version only), access the voting rights exercise website designated by the Company (<https://www.web54.net>), and enter your proposals by the above deadline for exercise, in accordance with the on-screen instructions.

- 1. Date and Time:** Wednesday, June 24, 2026 at 10:00 a.m. Japan time
(Reception opens: 9:00 a.m.)
- 2. Place:** Sakura Room, 4th Floor, Main Building, Imperial Hotel Tokyo
1-1, Uchisaiwai-cho 1-chome, Chiyoda-ku, Tokyo
- 3. Meeting Agenda:**
- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements for the Company's 102nd Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company's 102nd Fiscal Year (April 1, 2025 - March 31, 2026)
- Proposals to be resolved:**
- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of 12 Directors
- Proposal 3:** Election of 2 Audit & Supervisory Board Members
- Proposal 4:** Election of 1 Substitute Audit & Supervisory Board Member

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1. English versions of this Notice of Annual General Meeting of Shareholders and the Reference Documents for the General Meeting of Shareholders posted on the matters subject to measures for electronic provision will be posted on the Company's website (<https://www.sanki.co.jp/>).
 2. If revisions to the matters subject to measures for electronic provision arise, the details of the revisions will be posted on the respective posted websites.
 3. When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
 4. Reference Documents for the General Meeting of Shareholders have been sent to all shareholders.
 5. In accordance with the provisions of laws and regulations and the Company's Articles of Incorporation, the following matters are not provided in the paper-based documents delivered to shareholders who have made a request for delivery of such documents. The Audit & Supervisory Board Members and the Accounting Auditor has audited documents subject to audit, including the following matters.
 - (i) Matters relating to the Company's Stock Acquisition Rights
 - (ii) Matters relating to Accounting Auditor
 - (iii) Company's Structure and Policy (excluding policy on determination on dividends of surplus, etc.)
 - (iv) Consolidated Statement of Changes in Equity and Notes to the Consolidated Financial Statements of the Consolidated Financial Statements
 - (v) Statement of Changes in Equity and Notes to the Non-consolidated Financial Statements of the Non-consolidated Financial Statements

Information on Operation of the General Meeting of Shareholders

1. Announcement regarding video streaming after the meeting
The on-demand video of this General Meeting of Shareholders will be delivered through the Company's website (<https://www.sanki.co.jp/>).
2. Guidance on the call for questions before the meeting
We will accept questions about the Matters to be Reported and Proposals to be Resolved in this General Meeting of Shareholders on the Company's website (<https://www.sanki.co.jp/>).
<Deadline> Friday, June 19, 2026 at 5:00 p.m.
3. Announcement regarding online live streaming of the meeting
This General Meeting of Shareholders will be broadcast live on the day on the Internet so that you can watch the proceedings from your own home or other places. For further details, please see pages 6 and 7 (Japanese version only). After the live streaming, we will accept questions or comments you may have about the live streaming on the Company's website (<https://www.sanki.co.jp/>).
<Deadline> Thursday, June 25, 2026 at 5:00 p.m.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

In the Medium-Term Management Plan 2027, the Company has revised its dividend policy to shift the basis from the dividend payout ratio to the DOE (dividend on equity ratio) in order to maintain stable and continuous dividend payments. The Company's basic policy is to maintain a DOE of 5.0% or higher and to acquire its treasury stock of approximately 4 million shares during the period.

After considering the consolidated financial results and the profit level for the fiscal year under review, the Company proposes a year-end dividend for the fiscal year under review as follows.

Items Related to the Year-end Dividend

(1) Items related to the allocation of dividend property to shareholders and its total amount
112.50 yen per common share of the Company
Total of 5,728,213,800 yen

(2) Effective date of the appropriation of surplus
June 25, 2026

Furthermore, the Company paid an interim dividend of 82.50 yen per share, and therefore the total dividend for the fiscal year under review will be 195 yen per share.

(Note) The Company conducted a 3-for-1 stock split of its common stock effective as of May 1, 2026. The above-mentioned year-end dividend will be paid based on the number of shares before the stock split, since the dividend record date is March 31, 2026.

Proposal 2: Election of 12 Directors

The terms of office of all 12 Directors will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, the election of 12 Directors is proposed.

The candidates for Director are as follows:

No.	Name	Current positions and responsibilities	Attendance at the Board of Directors' meetings
1	<u>Reappointed</u> Hirokazu Ishida	Representative Director and Chairman (of the Board)	100% (13/13)
2	<u>Reappointed</u> Kazuhiro Nagoya	Representative Director and President	100% (11/11)
3	<u>Reappointed</u> Masayuki Kudo	Director; Senior Executive Officer	100% (13/13)
4	<u>Reappointed</u> Kazuaki Iijima	Director; Senior Executive Officer; General Manager, Plants & Machinery Systems Headquarters	100% (13/13)
5	<u>Reappointed</u> Junichi Shinbo	Director; Senior Executive Officer; General Manager, Mechanical & Electrical Contracting Headquarters	100% (13/13)
6	<u>Reappointed</u> Yoshio Kawabe	Director; Senior Executive Officer; General Manager, Accounting Division; Chief Financial Officer	100% (13/13)
7	<u>Reappointed</u> Tsutomu Hasegawa	Director	100% (13/13)
8	<u>Reappointed</u> Kazuhiko Kashikura	<u>External</u> <u>Independent</u> External Director	100% (13/13)
9	<u>Reappointed</u> Keiji Kono	<u>External</u> <u>Independent</u> External Director	100% (13/13)
10	<u>Reappointed</u> Akihiko Matsuda	<u>External</u> <u>Independent</u> External Director	100% (13/13)
11	<u>Reappointed</u> Tamami Umeda	<u>External</u> <u>Independent</u> External Director	100% (13/13)
12	<u>Newly appointed</u> Shinya Arisue	<u>External</u> <u>Independent</u> -	-

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	Hirokazu Ishida (January 22, 1959) <u>Reappointed</u>	<p>April 1983 Joined the Company</p> <p>April 2012 Executive Officer; Deputy General Manager, Sales Administration Division</p> <p>April 2013 Executive Officer; General Manager, Hokkaido Branch Office</p> <p>April 2016 Managing Executive Officer; General Manager, Sales Administration Division, Mechanical & Electrical Contracting Headquarters</p> <p>June 2017 Director; Managing Executive Officer; General Manager, Sales Administration Division, Mechanical & Electrical Contracting Headquarters</p> <p>April 2018 Director; Senior Executive Officer; General Manager, Management Planning Office</p> <p>April 2020 Representative Director and President</p> <p>April 2026 Representative Director and Chairman (of the Board)</p> <p>To present</p>	201,000
<p>Reason for nomination</p> <p>Since joining the Company, Mr. Hirokazu Ishida engaged in the facilities construction business for many years, and possesses abundant experience, knowledge and achievements related to the Company's business. Since April 2020, he has worked to strengthen the management foundation as Representative Director and President, while demonstrating leadership and engaging in business operations toward achieving the management vision "MIRAI 2030" and the Medium-Term Management Plan 2027. Since April 2026, he has displayed his managerial abilities as Representative Director and Chairman. The Company has judged that his above experience and achievements are essential for the Group to enhance its corporate value, and has therefore nominated him as a candidate for Director.</p>			
2	Kazuhiro Nagoya (April 21, 1968) <u>Reappointed</u>	<p>April 1991 Joined MITSUI & CO., LTD.</p> <p>January 2013 General Manager, Industrial Machinery Business Office, Construction & Industrial Machinery Division</p> <p>June 2016 General Manager, Aero Engine Business Office, Aviation and Transportation Business Division</p> <p>April 2018 Executive Director, Mitsui Rail Capital, LLC</p> <p>February 2021 Advisor, Mobility Business Unit II, MITSUI & CO., LTD.</p> <p>April 2023 Senior General Manager; Deputy General Manager, DX Promotion Division</p> <p>March 2024 Retired from MITSUI & CO., LTD.</p> <p>April 2024 Executive Officer; Deputy General Manager, Corporate Division, the Company</p> <p>April 2025 Managing Executive Officer; General Manager, Corporate Division</p> <p>June 2025 Director; Managing Executive Officer; General Manager, Corporate Division</p> <p>April 2026 Representative Director and President</p> <p>To present</p> <p><Responsibilities></p> <p>Internal Audit Office</p>	11,400
<p>Reason for nomination</p> <p>Mr. Kazuhiro Nagoya has practical experience in overseas business that he cultivated at MITSUI & CO., LTD., as well as experience and knowledge as a corporate manager of a U.S. subsidiary of MITSUI & CO., LTD. Since April 2026, as Representative Director and President, he has been demonstrating leadership and engaging in business operations toward achieving the management vision "MIRAI 2030" and the Medium-Term Management Plan 2027, which he helped formulate. The Company has judged that his above experience and achievements are essential for the Group to enhance its corporate value, and has therefore nominated him as a candidate for Director.</p>			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	Masayuki Kudo (June 27, 1959) <u>Reappointed</u>	<p>April 1985 Joined the Company</p> <p>June 2014 Executive Officer; General Manager, Facility Systems Division</p> <p>April 2017 Managing Executive Officer; Deputy General Manager, Mechanical & Electrical Contracting Headquarters</p> <p>April 2018 Managing Executive Officer</p> <p>June 2018 Director; Managing Executive Officer</p> <p>April 2021 Director; Senior Executive Officer; General Manager, CSR Promotion Division</p> <p>April 2022 Director; Senior Executive Officer; General Manager, Sustainability Promotion Division</p> <p>April 2023 Director; Senior Executive Officer</p> <p>April 2024 Director; Senior Executive Officer; General Manager, Corporate Division</p> <p>April 2025 Director; Senior Executive Officer</p> <p>To present</p> <p><Responsibilities> Corporate Division, General Affairs and Human Resources Division</p>	141,900
		<p>Reason for nomination</p> <p>After joining the Company, Mr. Masayuki Kudo gained abundant operational experience, including experience overseas, as an engineer in the facilities construction business. He then experienced division management. Currently, as Director and Senior Executive Officer, he is responsible for the Corporate Division and General Affairs and Human Resources Division, while putting effort into enhancement of governance and the promotion of human capital management. The Company has judged that his above experience and achievements are essential for the Group to enhance its corporate value, and has therefore nominated him as a candidate for Director.</p>	
4	Kazuaki Iijima (August 12, 1958) <u>Reappointed</u>	<p>April 1984 Joined the Company</p> <p>April 2016 Executive Officer; General Manager, Technology Research Institute</p> <p>October 2018 Executive Officer; General Manager, Technical Research & Development Center</p> <p>April 2021 Managing Executive Officer; General Manager, Plants & Machinery Systems Headquarters</p> <p>June 2021 Director; Managing Executive Officer; General Manager, Plants & Machinery Systems Headquarters</p> <p>April 2024 Director; Senior Executive Officer; General Manager, Plants & Machinery Systems Headquarters</p> <p>To present</p> <p><Responsibilities> Technical Research & Development Center, Plants & Machinery Systems Headquarters</p>	92,400
		<p>Reason for nomination</p> <p>After joining the Company, Mr. Kazuaki Iijima gained abundant operational experience as an engineer in the research and development and the energy saving business. After subsequently experiencing division management, he currently contributes to the development of the machinery systems business and the environmental systems business as General Manager of the Plants & Machinery Systems Headquarters. The Company has judged that his above experience and achievements are essential for the Group to enhance its corporate value, and has therefore nominated him as a candidate for Director.</p>	

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	Junichi Shinbo (August 24, 1965) <u>Reappointed</u>	April 1988 April 2019 April 2020 April 2021 April 2022 April 2024 June 2024 <Responsibilities> Labor Safety and Health Promotion Office, Mechanical & Electrical Contracting Headquarters, Facility Systems Division	77,700
		<p>Reason for nomination</p> <p>After joining the Company, Mr. Junichi Shinbo gained abundant operational experience, including experience overseas, as an engineer in the facilities construction business. He then experienced division management. Currently, as General Manager of Mechanical & Electrical Contracting Headquarters, he is putting effort into development of the facilities construction business and promotion of workstyle reforms at construction sites. The Company has judged that his above experience and achievements are essential for the Group to enhance its corporate value, and has therefore nominated him as a candidate for Director.</p>	
6	Yoshio Kawabe (October 31, 1960) <u>Reappointed</u>	April 1984 April 2015 June 2015 April 2017 June 2017 June 2020 April 2022 April 2025 <Responsibilities> Accounting Division	80,100
		<p>Reason for nomination</p> <p>Since joining the Company, Mr. Yoshio Kawabe has engaged mainly in accounting and finance-related operations and the promotion of internal control. After taking charge of administrative divisions, including general affairs and human resources, he currently focuses on capital and finance policies as General Manager of the Accounting Division and Chief Financial Officer. The Company has judged that his above experience and insights are essential for the Group to enhance its corporate value, and has therefore nominated him as a candidate for Director.</p>	

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
7	Tsutomu Hasegawa (March 4, 1953) <u>Reappointed</u>	<p>April 1975 Joined the Company</p> <p>June 2008 Executive Officer; Deputy General Manager, Tokyo Branch, Mechanical & Electrical Contracting Headquarters</p> <p>April 2009 Executive Officer; General Manager, Business Strategy Division, Mechanical & Electrical Contracting Headquarters</p> <p>April 2010 Superior Executive Officer; General Manager, Tokyo Branch, Mechanical & Electrical Contracting Headquarters</p> <p>April 2011 Managing Executive Officer; General Manager, Tokyo Branch</p> <p>April 2012 Senior Executive Officer; General Manager, Sales Administration Division</p> <p>June 2012 Director; Senior Executive Officer; General Manager, Sales Administration Division</p> <p>April 2013 Representative Director; Senior Executive Officer; General Manager, Mechanical & Electrical Contracting Headquarters</p> <p>April 2015 Representative Director and President</p> <p>April 2020 Representative Director and Chairman (of the Board)</p> <p>April 2026 Director To present</p>	202,200
<p>Reason for nomination</p> <p>Mr. Tsutomu Hasegawa has served as Representative Director and President since April 2015, and Representative Director and Chairman from April 2020 to March 2026, and he thus possesses abundant operational experience and wide-ranging knowledge regarding corporate management. His experience and insights developed through this background will lead to sustainable enhancement of the Group's corporate value, and the Company has therefore nominated him as a candidate for Director.</p>			
8	Kazuhiko Kashikura (April 13, 1954) <u>External</u> <u>Independent</u> <u>Reappointed</u>	<p>April 1977 Joined Mitsui Bank Co., Ltd.</p> <p>June 2005 Executive Officer; General Manager, Operations Audit Division, Sumitomo Mitsui Banking Corporation</p> <p>April 2008 Executive Officer</p> <p>April 2008 Retired from Sumitomo Mitsui Banking Corporation</p> <p>May 2008 Representative Director and President, SMBC Staff Service Co., Ltd.</p> <p>May 2013 Retired from SMBC Staff Service Co., Ltd.</p> <p>June 2013 Representative Director and President, SMBC Finance Service Co., Ltd.</p> <p>June 2017 Representative Director and Chairman</p> <p>June 2018 External Director, the Company To present Retired from the position of Representative Director and Chairman, SMBC Finance Service Co., Ltd.</p>	38,400
<p>Reason for nomination</p> <p>Mr. Kazuhiko Kashikura has served as Executive Officer of Sumitomo Mitsui Banking Corporation and a top executive at the same group companies and he thus has abundant experience and broad knowledge in corporate management. His advice and supervision based on the experience and insights developed through this background will lead to sustainable enhancement of the Group's corporate value, and the Company has therefore nominated him again as a candidate for External Director.</p>			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
9	Keiji Kono (September 18, 1957) <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">External</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">Independent</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">Reappointed</div>	April 1980 Joined The Bank of Japan May 1999 Manager, Price Statistics Section, Research and Statistics Department February 2001 Manager, Economic Statistics Section, Research and Statistics Department November 2002 Deputy General Manager, Nagoya Branch March 2004 General Manager, Matsue Branch July 2006 Associate Director-General, Financial Markets Department November 2007 General Manager, Fukuoka Branch May 2009 Director-General, Information System Services Department April 2010 Retired from The Bank of Japan May 2010 Full-time Advisor, Chugai Pharmaceutical Co., Ltd. October 2010 Executive Officer; Deputy Head, Lifecycle Management Marketing Unit November 2010 Executive Officer; Head, Lifecycle Management Unit 2, Lifecycle Management Marketing Unit April 2012 Executive Officer; Deputy Head, Marketing & Sales Division January 2013 Executive Officer; Head, IT Supervisory Division October 2015 Executive Officer in charge of Global Health Policy; Head, IT Supervisory Division January 2017 Executive Officer in charge of External Affairs Department and Global Health Policy April 2017 Senior Vice President in charge of External Affairs Department and Global Health Policy April 2021 Part-time Advisor June 2021 External Director, the Company To present March 2023 Retired from the position of Part-time Advisor, Chugai Pharmaceutical Co., Ltd. <Significant concurrent position> Outside Director, THE BANK OF SAGA LTD.	18,300
Reason for nomination Mr. Keiji Kono has served in managerial positions in key departments of The Bank of Japan as a financial specialist. In Chugai Pharmaceutical Co., Ltd., he has held the office of Executive Officer serving as Head of the IT Supervisory Division and fulfilled roles including promoting overseas activities that contribute to society, and he thus has abundant experience and broad knowledge in corporate management. His advice and supervision based on the experience and insights developed through this background will lead to sustainable enhancement of the Group's corporate value, and the Company has therefore nominated him again as a candidate for External Director.			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
10	Akihiko Matsuda (January 7, 1960) <div style="border: 1px solid black; padding: 2px; display: inline-block; margin: 2px;">External</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin: 2px;">Independent</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin: 2px;">Reappointed</div>	<p>April 1985 Joined Tokyo Gas Co., Ltd.</p> <p>April 2013 Technical Solution Department Managing Director, Energy Advance Co., Ltd.</p> <p>March 2015 Retired from Energy Advance Co., Ltd.</p> <p>April 2015 General Manager, Energy Proposal Promotion Department, Tokyo Gas Co., Ltd.</p> <p>April 2017 Executive Officer President and Representative Director, Tokyo Gas Living Engineering Co., Ltd.</p> <p>March 2020 Retired from Tokyo Gas Living Engineering Co., Ltd.</p> <p>April 2020 Advisor, Tokyo Gas Co., Ltd.</p> <p>June 2020 Senior Director, Japan Gas Appliances Inspection Association</p> <p>June 2021 External Director, the Company To present</p> <p>March 2022 Retired as Advisor of Tokyo Gas Co., Ltd.</p> <p>April 2022 Representative Director, Senior Director, Japan Gas Appliances Inspection Association</p> <p>June 2025 Retired from Japan Gas Appliances Inspection Association <Significant concurrent position> Outside Auditor, Nippon Crucible Co., Ltd.</p>	20,100
Reason for nomination Mr. Akihiko Matsuda has served as Executive Officer in Tokyo Gas Co., Ltd. and a top executive at the same group companies and he thus has abundant experience and broad knowledge in the overall energy business. His advice and supervision based on the experience and insights developed through this background will lead to sustainable enhancement of the Group's corporate value, and the Company has therefore nominated him again as a candidate for External Director.			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
11	Tamami Umeda (April 26, 1960) <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">External</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">Independent</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">Reappointed</div>	April 1985 Joined the Ministry of Health and Welfare September 2006 Director, Disease Control Division, Health Service Bureau, Ministry of Health, Labour and Welfare July 2008 Director, Tuberculosis and Infectious Diseases Control Division, Health Service Bureau July 2009 Director, Medical Care Division, National Hospital Organization April 2012 Planning Officer October 2013 Director in charge of Medical Affairs October 2015 Director-General Counsellor for medical policy and mental health care, Ministry of Health, Labour and Welfare June 2016 Director-General, Environmental Health Department, Ministry of the Environment July 2019 Director General, Bureau of International Health Cooperation, National Center for Global Health and Medicine March 2021 Retired from Ministry of Health, Labour and Welfare April 2021 Visiting Researcher, National Center for Global Health and Medicine June 2022 External Director, the Company To present March 2025 Retired as Visiting Researcher, National Center for Global Health and Medicine April 2025 Specially Appointed Researcher, Japan Institute for Health Security To present <Significant concurrent position> Specially Appointed Researcher, Japan Institute for Health Security Visiting Professor, Nagasaki University	17,700
Reason for nomination Although Ms. Tamami Umeda does not have experience of being directly involved in corporate management, she has held positions such as the Director-General Counsellor, the Ministry of Health, Labour and Welfare and the Director-General, Environmental Health Department, the Ministry of the Environment, and she thus has abundant experience and broad knowledge regarding the health and hygiene administration in Japan and overseas and organizational management. Her advice and supervision based on the experience and insights will lead to sustainable enhancement of the Group's corporate value, and the Company has therefore nominated her again as a candidate for External Director.			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
12	Shinya Arisue (March 17, 1958) <div style="border: 1px solid black; padding: 2px; display: inline-block;">External</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Independent</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Newly appointed</div>	<p>April 1980 Joined MITSUI LIFE INSURANCE MUTUAL COMPANY</p> <p>April 2008 Executive Officer; General Manager, Planning Department, MITSUI LIFE INSURANCE COMPANY LIMITED</p> <p>April 2009 Managing Executive Officer responsible for Planning Department, Research and Public Relations Department, and Kanagawa Area</p> <p>April 2010 Managing Executive Officer responsible for Planning Department, Finance Department, and Research and Public Relations Department</p> <p>March 2013 Senior Executive Officer assistant to the President</p> <p>June 2013 Representative Director and President; Chief Operating Officer responsible for Human Resources Department</p> <p>March 2014 Representative Director and President; Chief Operating Officer responsible for Future Strategy Office</p> <p>March 2015 Representative Director and President; Chief Operating Officer</p> <p>April 2018 Director and Chairman (of the Board)</p> <p>April 2019 Director and Chairman (of the Board), TAIJU LIFE INSURANCE COMPANY LIMITED</p> <p>March 2021 Advisor</p> <p>March 2022 Retired from TAIJU LIFE INSURANCE COMPANY LIMITED</p>	None
<p>Reason for nomination</p> <p>Mr. Shinya Arisue has served in positions including Representative Director and President, and Director and Chairman of MITSUI LIFE INSURANCE COMPANY LIMITED (currently TAIJU LIFE INSURANCE COMPANY LIMITED) and Executive Member of the Policy Board of the Japan Business Federation, and he thus possesses abundant operational experience and wide-ranging knowledge regarding corporate management. His advice and supervision based on the experience and insights developed through this background will lead to sustainable enhancement of the Group's corporate value, and the Company has therefore nominated him as a candidate for External Director.</p>			

- (Notes)
1. Special interests between the candidates and the Company

Ms. Tamami Umeda is concurrently serving as Specially Appointed Researcher at the Japan Institute for Health Security (formerly the National Center for Global Health and Medicine), with which the Company has transactions including a facilities construction subcontracting agreement. There are no special interests between the other candidates and the Company.
 2. The Company conducted a 3-for-1 stock split of its common stock effective as of May 1, 2026. The number of shares of the Company held by each candidate is the number of shares after the stock split.
 3. (1) Mr. Kazuhiko Kashikura, Mr. Keiji Kono, Mr. Akihiko Matsuda, Ms. Tamami Umeda, and Mr. Shinya Arisue are the candidates for External Director.

(2) The Company has registered Mr. Kazuhiko Kashikura, Mr. Keiji Kono, Mr. Akihiko Matsuda, and Ms. Tamami Umeda with the Tokyo Stock Exchange as Independent Officers with no possibility of a conflict of interest occurring with general shareholders, whose designation is required by the Exchange. If they are reappointed and assume office as Directors, they will continue to be Independent Officers.

(3) If Mr. Shinya Arisue is appointed and assume office as Director, the Company intends to register him with the Tokyo Stock Exchange as an Independent Officer with no possibility of a conflict of interest occurring with general shareholders, whose designation is required by the Exchange.

(4) Ms. Tamami Umeda fulfills the criteria in the Independence Standards for External Officers established by the Company, as in the most recent three fiscal years, transactions with the Japan Institute for Health Security (formerly the National Center for Global Health and Medicine) described in the above (Note) 1. accounted for a maximum of 0.01% of consolidated net sales.
 4. Number of years since candidates for External Director were appointed External Director

(1) Mr. Kazuhiko Kashikura's term in office as External Director will be eight years at the conclusion of this General Meeting of Shareholders.

(2) Mr. Keiji Kono's term in office as External Director will be five years at the conclusion of this General Meeting of Shareholders.

(3) Mr. Akihiko Matsuda's term in office as External Director will be five years at the conclusion of this General Meeting of Shareholders.

(4) Ms. Tamami Umeda's term in office as External Director will be four years at the conclusion of this General Meeting of Shareholders.

5. Liability limitation agreement with the candidates for Director

The Company has entered into an agreement with Mr. Tsutomu Hasegawa, Mr. Kazuhiko Kashikura, Mr. Keiji Kono, Mr. Akihiko Matsuda, and Ms. Tamami Umeda to limit their liability for damages as provided for in Article 423, Paragraph 1, of the Companies Act, and the maximum amount of liability under this agreement shall be the greater of 10 million yen or the minimum amount stipulated in laws and regulations. If Mr. Shinya Arisue is appointed and assume office as Director, the Company intends to enter into the same agreement with him.

6. Outline of the directors' and officers' liability insurance insuring the candidates for Director

The Company has entered into a directors' and officers' liability insurance agreement with an insurance company. The policy covers damages to be borne by the insureds, which may arise from those insured persons' assuming liability in connection with the execution of their duties or receiving claims pertaining to the pursuit of such liability. All the candidates for Director will be the insureds under the said agreement. The Company will renew the said agreement under the same terms and conditions at the time of the next renewal.

No.	Name (Date of birth)	Past experience, positions and significant concurrent positions	Number of shares of the Company held
2	Shozo Fujita (August 1, 1948) <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 2px;">External</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 2px;">Independent</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointed</div>	<p>April 1976 Appointed as a public prosecutor</p> <p>June 2006 Director-General of the Rehabilitation Bureau, The Ministry of Justice</p> <p>January 2008 Director-General of the Public Security Division, Supreme Public Prosecutors Office</p> <p>July 2008 Director-General of Citizen Judge Trial Division</p> <p>June 2010 Superintending Prosecutor, Hiroshima High Public Prosecutors Office</p> <p>December 2010 Superintending Prosecutor, Nagoya High Public Prosecutors Office</p> <p>August 2011 Retired from Nagoya High Public Prosecutors Office</p> <p>September 2011 Registered as an attorney-at-law</p> <p>June 2012 Representative Director and President, The Resolution and Collection Corporation</p> <p>October 2015 Retired from The Resolution and Collection Corporation Joined OKUNO & PARTNERS</p> <p>June 2018 External Audit & Supervisory Board Member, the Company To present</p> <p>October 2018 Retired from OKUNO & PARTNERS</p> <p>February 2019 Established Fujita Shozo Law Office To present</p> <p><Significant concurrent position> Attorney-at-law (Fujita Shozo Law Office) Outside Director, Eco's Co, Ltd Outside Director-Audit and Supervisory Committee Member, Bunka Shutter Co., Ltd.</p>	30,900
<p>Reason for nomination</p> <p>Mr. Shozo Fujita has expertise as a public prosecutor and attorney-at-law, and abundant experience and wide-ranging insights through experience including as Representative Director and President of The Resolution and Collection Corporation and as a director who serves as an audit and supervisory committee member at other companies. In order to utilize his experience and insight developed through this background to audit the Company, the Company has nominated him again as a candidate for External Audit & Supervisory Board Member.</p>			

- (Notes)
1. There are no special interests between the candidates and the Company.
 2. The Company conducted a 3-for-1 stock split of its common stock effective as of May 1, 2026. The number of shares of the Company held by each candidate is the number of shares after the stock split.
 3. (1) Mr. Shozo Fujita is the candidate for External Audit & Supervisory Board Member.
(2) The Company has registered Mr. Shozo Fujita with the Tokyo Stock Exchange as an Independent Officer with no possibility of a conflict of interest occurring with general shareholders, whose designation is required by the Exchange. If he is reappointed and assume office as Audit & Supervisory Board Member, he will continue to be an Independent Officer.
 4. Number of years since the candidate for External Audit & Supervisory Board Member was appointed External Audit & Supervisory Board Member
Mr. Shozo Fujita's term in office as External Audit & Supervisory Board Member will be eight years at the conclusion of this General Meeting of Shareholders.
 5. Liability limitation agreement with the candidate for Audit & Supervisory Board Member
The Company has entered into an agreement with Mr. Shozo Fujita to limit his liability for damages as provided for in Article 423, Paragraph 1, of the Companies Act, and the maximum amount of liability under this agreement shall be the greater of 10 million yen or the minimum amount stipulated in laws and regulations. If Mr. Nobuyuki Koya is appointed and assumes office as Audit & Supervisory Board Member, the Company intends to enter into the same agreement with him.
 6. Outline of the directors' and officers' liability insurance insuring the candidate for Audit & Supervisory Board Member
The Company has entered into a directors' and officers' liability insurance agreement with an insurance company. The policy covers damages to be borne by the insureds, which may arise from those insured persons' assuming liability in connection with the execution of their duties or receiving claims pertaining to the pursuit of such liability. All the candidates for Audit & Supervisory Board Member will be the insureds under the said agreement. The Company will renew the said agreement under the same terms and conditions at the time of the next renewal.

Proposal 4: Election of 1 Substitute Audit & Supervisory Board Member

In order to prepare for cases where the number of Audit & Supervisory Board Members falls below prescribed by laws and regulations, the Company proposes the election of one substitute Audit & Supervisory Board Member.

Furthermore, the Audit & Supervisory Board has given its approval to this proposal.

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

Name (Date of birth)	Past experience, positions and significant concurrent positions	Number of shares of the Company held
<p>Toshio Suzuki (April 18, 1957)</p> <p>External Independent Reappointed</p>	<p>September 1985 Joined Asahi Shinwa Audit Corporation August 1988 Registered as a certified public accountant May 2000 Partner, Asahi Audit Corporation May 2005 Senior Partner, KPMG AZSA LLC June 2019 Retired from KPMG AZSA LLC July 2019 Established Suzuki Toshio Certified Public Accountant Office To present <Significant concurrent position> Certified public accountant (Suzuki Toshio Certified Public Accountant Office)</p>	<p>None</p>
<p>Reason for nomination Although Mr. Toshio Suzuki does not have experience of being directly involved in corporate management, in order to utilize his expertise and experience, etc. developed as a certified public accountant to strengthen the audit systems of the Company, the Company has nominated him as a candidate for substitute External Audit & Supervisory Board Member.</p>		

- (Notes)
1. There are no special interests between the candidate and the Company.
 2. (1) The candidate is the candidate for substitute External Audit & Supervisory Board Member.
(2) If Mr. Toshio Suzuki assumes office as Audit & Supervisory Board Member, the Company intends to register him with the Tokyo Stock Exchange as an Independent Officer with no possibility of a conflict of interest occurring with general shareholders, whose designation is required by the Exchange.
 3. Liability limitation agreement with the candidate for substitute External Audit & Supervisory Board Member
If Mr. Toshio Suzuki is appointed as Audit & Supervisory Board Member, the Company intends to enter into an agreement with him to limit his liability for damages as provided for in Article 423, Paragraph 1 of the Companies Act, and the maximum amount of liability under this agreement shall be the greater of 10 million yen or the minimum amount stipulated in laws and regulations.
 4. Outline of the directors' and officers' liability insurance insuring the candidate for substitute Audit & Supervisory Board Member
The Company has entered into a directors' and officers' liability insurance agreement with an insurance company. The policy covers damages to be borne by the insureds, which may arise from those insured persons' assuming liability in connection with the execution of their duties or receiving claims pertaining to the pursuit of such liability. The candidate for substitute Audit & Supervisory Board Member will be the insured under the said agreement, if he assumes office as Audit & Supervisory Board Member. The Company will renew the said agreement under the same terms and conditions at the time of the next renewal after his assumption of office.

<Reference>

[Policy on nomination of a candidate for Director and Audit & Supervisory Board Member]

The Company established the “Sanki Engineering Corporate Governance Guidelines” and stipulated a policy about nomination of a candidate for Director and Audit & Supervisory Board Member as follows.

1. Candidates for Director

(Policy on nomination of candidates for Director)

- (1) The Board of Directors shall nominate as a candidate for Director a person who is expected to fulfill the role of a Director and the Board of Directors based on the skills that he/she should possess.
- (2) The Board of Directors shall nominate as a candidate for External Director a person who is expected to provide advice from an independent and objective standpoint, and appoint at least one independent Outside Director who has management experience as a top executive at another company.
- (3) If any Director becomes unable to fulfill his/her duties as the Director of the Company for health or medical reasons or causes any damage to the corporate value of the Company due to nonfulfillment of his/her duties, an agenda regarding the dismissal of the Director shall be deliberated by the Board of Directors through examination by the Advisory Committee on Nomination and Remuneration.

(Roles of Directors and the Board of Directors)

- (1) Directors and the Board of Directors shall make effort to realize sustainable growth and enhance corporate value over the medium to long term as entrusted by the shareholders by realizing efficient and effective corporate governance, conducting important decision-making of the Company, and supervising execution of duties.
- (2) Directors and the Board of Directors shall make effort to properly build and establish internal control systems, risk management systems and compliance structures throughout all Group companies, monitor the operational status utilizing the Internal Audit Department, and make information disclosure in a timely and appropriate manner.
- (3) The Board of Directors shall supervise the state of progress regarding election of a successor to the chief executive officer whenever necessary.
- (4) The Board of Directors shall establish procedures on transactions with conflicts of interest and deliberate and approve transactions.

2. Candidates for Audit & Supervisory Board Member

(Policy on nomination of candidates for Audit & Supervisory Board Member)

- (1) The Board of Directors shall nominate as a candidate for Audit & Supervisory Board Member a person who has excellent insight and high ethics and is expected to fulfill the role of an Audit & Supervisory Board Member as listed below, subject to prior consent from the Audit & Supervisory Board.
- (2) The Board of Directors shall nominate as a candidate for External Audit & Supervisory Board Member a person who is expected to provide advice from an independent and objective standpoint in addition to qualifications listed in the preceding paragraph.
- (3) The Board of Directors shall make effort to nominate as a candidate for Audit & Supervisory Board Member at least one person who has appropriate knowledge regarding finance and accounting.

(Roles of Audit & Supervisory Board Members)

Audit & Supervisory Board Members who shall play a part of supervision functions in cooperation with the Board of Directors shall make efforts to realize sound and sustainable growth and enhancement of corporate value over the medium to long term, and establish a superior corporate governance structure that can respond to social trust, while maintaining appropriate cooperation with stakeholders by auditing the execution of duties of Directors as an independent organization entrusted by the shareholders.

[Independence Standards for External Officers]

The Company established the “Independence Standards for External Officers” and designates those not applicable to all of categories listed below as an Independent Officer.

1. A person whose major business partner (Note 1) is the Company or an executive person (Note 2) of the same if such person is a juridical person, etc. (Note 3).
2. A major business partner (Note 1) of the Company or a major lender (Note 4) of the Company or an executive person (Note 2) of the same if such person is a juridical person, etc. (Note 3).
3. A consultant, accounting professional, or legal professional who receives a significant amount of money or other assets (Note 5) from the Company other than Officer remuneration.
4. A person who has fallen under any of items 1 to 3 above in a recent period (Note 6)
5. A relative within the second degree of relationship of a person who falls under any of items (a) to (d) below (excluding a person with whom relationship was dissolved due to a divorce, dissolution, etc.).
 - (a) A person who falls under any of items 1 to 4.
 - (b) An executive person (Note 3) of the Company’s subsidiary
 - (c) A Non-executive Director of the Company’s subsidiary (in the case that an External Audit & Supervisory Board Member is nominated as an Independent Officer)
 - (d) A person who has fallen under the preceding (b) or (c) or an executive person (Note 3) of the Company in a recent period (Note 6)
6. A major shareholder of the Company holding 10% or more of the Company’s total shares for three or more consecutive years in a recent period (Note 6) or an executive person (Note 2) of the same if such person is a juridical person, etc. (Note 3).

(Note 1) A “major business partner” refers to a business partner with which the Company has transactions corresponding to, in principle, 3% or more of annual consolidated sales of the Company for three or more consecutive years (3% of annual consolidated sales is approximately 7,640 million yen in fiscal 2025)

(Note 2) A “juridical person, etc.” refers to a juridical person or any organization other than a juridical person (including agricultural cooperatives and management associations)

(Note 3) An “executive person” refers to an Executive Director or employee in the General Manager position or equivalent managerial position and other equally important position

(Note 4) A “major lender” refers to a lender from which the balance of loans as of the end of each fiscal year is, in principle, 2% or more of the consolidated total assets of the Company on the same day for three or more consecutive years (2% of the consolidated total asset is approximately 4,389 million yen in fiscal 2025)

(Note 5) A “significant amount of money or other assets” refers to that with a value equivalent to a cash amount of 10 million yen or more per annum

(Note 6) A “recent period” refers to a five-year period before the time point in which the election proposal to be submitted to the shareholder’s meeting is determined

[Skills, career, and expertise held by the members of the Board of Directors and the Audit & Supervisory Board]
The Company identifies skills which the Company expects the members of the Board of Directors to demonstrate in light of the management strategies, and the Board of Directors consists of diverse human resources that can cover these skills. If Proposal 2 “Election of 12 Directors” and Proposal 3 “Election of 2 Audit & Supervisory Board Members” are approved as originally proposed, the status shall be as follows.

Name	Current positions and responsibilities	Corporate management Management strategy	Engineering	Design R&D	Sales Marketing	Global	Accounting Finance	Risk management Governance Legal	Sustainability	IT DX	Labor affairs Human resources development
Hirokazu Ishida	Representative Director and Chairman (of the Board)	●	●	●	●				●		●
Kazuhiro Nagoya	Representative Director and President	●			●	●		●		●	●
Masayuki Kudo	Director; Senior Executive Officer	●	●					●	●	●	●
Kazuaki Iijima	Director; Senior Executive Officer; General Manager, Plants & Machinery Systems Headquarters	●	●	●					●	●	
Junichi Shinbo	Director; Senior Executive Officer; General Manager, Mechanical & Electrical Contracting Headquarters	●	●	●	●	●					
Yoshio Kawabe	Director; Senior Executive Officer; General Manager, Accounting Division; Chief Financial Officer	●					●	●	●		●
Tsutomu Hasegawa	Director	●	●	●	●	●		●			
Kazuhiko Kashikura	External Director	●			●		●				
Keiji Kono	External Director	●				●	●			●	
Akihiko Matsuda	External Director	●	●		●						
Tamami Umeda	External Director					●		●	●		
Shinya Arisue	(External Director candidate)	●					●				●
Tsunemitsu Yamanaka	Full-time Audit & Supervisory Board Member		●					●			
Nobuyuki Koya	Executive Officer, General Affairs and Human Resources Division (Audit & Supervisory Board Member candidate)						●	●			●
Shozo Fujita	External Audit & Supervisory Board Member	●						●	●		
Yutaka Atomi	External Audit & Supervisory Board Member	●						●	●		
Toshiaki Egashira	External Audit & Supervisory Board Member	●					●	●			