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Securities Code: 6470
June 4, 2026

To Shareholders with Voting Rights:

Toshio Niimi
President
TAIHO KOGYO CO., LTD.
3-65, Midorigaoka, Toyota-City, Aichi, Japan

Notice of the 120th Ordinary General Meeting of Shareholders

Dear Shareholders

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

The 120th Ordinary General Meeting of Shareholders (the "Meeting") of TAIHO KOGYO CO., LTD. (the "Company") will be held for the purposes as described below.

We encourage you to exercise your voting rights in writing or via the Internet.

Please review the attached Reference Documents for the General Meeting of Shareholders, and exercise your voting rights by 5:00 p.m. Japan time on Monday, June 22, 2026

1. Date and Time: Tuesday, June 23, 2026, at 10:00 a.m. Japan time
2. Place: The Technical Center located at 2-47, Hosoya-cho, Toyota-City, Aichi, Japan
3. Meeting Agenda:
Reports
1. Business Report and Consolidated Financial Statements as well as Results of the Audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board for the 120th Fiscal Term (April 1, 2025 - March 31, 2026)
2. Non-Consolidated Financial Statements for the 120th Fiscal Term (April 1, 2025 - March 31, 2026)

Resolutions
Proposal No. 1: Election of Six (6) Directors
Proposal No. 2: Election of Two (2) Audit & Supervisory Board Member

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Election of Six (6) Directors

The terms of office of all five (5) Directors will expire at the conclusion of this General Meeting of Shareholders.

Therefore, to strengthen the management structure, the Company proposes to increase the number of directors by one and requests the election of Six (6) Directors.

The candidates for Director are as follows:

No.	Name		Current position
1	[Reappointment]	Toshio Niimi	Representative Director, President
2	[Reappointment]	Tomohiro Kano	Representative Director
3	[New Appointment]	Yasuyuki Takemura	Executive Officer
4	[New Appointment]	Akihiko Yokoi	Executive Officer
5	[Reappointment] [Outside] [Independent]	Kunio Sato	Director
6	[Reappointment] [Outside] [Independent]	Yoshiro Iwai	Director

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of the Company's shares held
1	Toshio Niimi (January 12,1962) [Reappointment]	April 1984 Joined Toyota Motor Corporation January 2009 General Manager of Interior and Exterior Production Engineering Div. April 2013 General Manager of Production Engineering Planning Div. April 2017 Senior General Manager of the Production Engineering Planning Field; Plant General Manager of Hirose January 2018 Plant General Manager of Honsha, Hirose and Kinuura Plants January 2021 Executive Vice President of Toyota Motor North America, Inc. January 2023 Appointed Executive Officer of the Company June 2023 Appointed Representative Director, President; to present [Reason for nomination as a candidate for Director] Mr. Toshio Niimi has experience in production engineering and production divisions at Toyota Motor Corporation in Japan and overseas. And he has management experience in overseas company. He is nominated as a candidate for Director in the belief that he has been leading the management team as the Company's Representative Director and President since 2023 utilizing his wealth of experience and broad knowledge, and his excellent management skills and leadership will continue to be reflected in the management of the Company.	13,000
2	Tomohiro Kano (October 2,1962) [Reappointment]	April 1987 Joined Toyota Motor Corporation January 2007 Project General Manager of Engine Technology Div. II November 2007 Project General Manager of Engine Project Promotion Div. January 2013 Project General Manager of Engine Design Div. April 2013 Project General Manager of TNGA Planning Div. April 2016 Group Manager of Corporate Strategy Div. January 2017 Senior General Manager of the Company June 2017 Appointed Executive Officer of the Company June 2023 Appointed Representative Director; to present [Reason for nomination as a candidate for Director] Mr. Tomohiro Kano has experience and achievements in the technology division, mainly in engine development, at Toyota Motor Corporation and the Company. He is nominated as a candidate for Director in the belief that his wealth of experience, knowledge, and insight will continue to be reflected in the management of the Company.	12,900

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of the Company's shares held
3	Yasuyuki Takemura (December 29,1966) [New Appointment]	April 1989 Joined Toyota Motor Corporation January 2005 Team Leader, Global Human Resources Dept., Global Human Resources Div. January 2007 Vice President, Toyota Motor (China) Investment Co., Ltd. January 2011 Manager, Human Resources Dept. 2, Human Resources Div, Toyota Motor Corporation January 2014 Project General Manager, Affiliated Companies Finance Dept. April 2017 Vice President, Toyota Motor Manufacturing de Guanajuato Inc. January 2020 Senior General Manager of the Company June 2021 Appointed Executive Officer of the Company; to present [Reason for nomination as a candidate for Director] Mr. Yasuyuki Takemura has experience in the human resources and accounting divisions at Toyota Motor Corporation, as well as experience working at overseas offices. At the Company, he has been involved in organizational management and business promotion as Chief Officer of administrative divisions, including general affairs and human resources, sales, and procurement. He is nominated as a candidate for director in the belief that his wealth of experience, knowledge, and insight will be reflected in the management of the Company.	6,500
4	Akihiko Yokoi (August 26,1967) [New Appointment]	April 1989 Joined the Company January 2007 PE Manager, Taiho Corporation of America January 2012 Project General Manager, Office of the Plant Manager, Hosoya Plant of the Company June 2018 President, Taiho Corporation of America January 2022 General Manager, Hosoya Plant Manufacturing Div. June 2023 Appointed Executive Officer of the Company; to present [Reason for nomination as a candidate for Director] Mr. Akihiko Yokoi has many years of practical experience in plant operations at the Company, primarily in the production engineering and manufacturing divisions, and possesses extensive experience and expertise through assignments to overseas subsidiaries and other roles. He is nominated as a candidate for director in the belief that his wealth of experience, knowledge, and insight will be reflected in the management of the Company.	400

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of the Company's shares held
5	Kunio Sato (January 20,1955) [Reappointment] [Outside] [Independent]	September 2009 Counselor of Investment Banking Supervisory Division, Sumitomo Mitsui Banking Corporation April 2010 Managing Executive Officer of Nikko Cordial Securities Inc. (now SMBC Nikko Securities Inc.) April 2011 Managing Executive Officer, Nagoya Representative March 2012 Senior Managing Executive Officer, Nagoya Representative; Head of Nagoya Business & Corporate Division March 2014 Senior Managing Director, Nagoya Representative; Head of Nagoya Business & Corporate Division July 2016 Special Advisor April 2017 Appointed Outside Director of BESTERRA CO., LTD. Appointed Director of Good Insurance Service Inc.; to present June 2017 Appointed Outside Director of the Company; to present October 2021 Appointed Outside Corporate Auditor of Chuo Electric Power Co., Ltd. December 2022 Appointed Outside Corporate Auditor of Tear Corporation; to present June 2023 Appointed Outside Corporate Auditor of AUTOWAVE CO.,LTD.; to present [Reason for nomination as a candidate for Outside Director and overview of expected roles] Mr. Kunio Sato has many years of management experience in the banking and securities industries. He is nominated as a candidate for Outside Director in the belief that he will continue to provide accurate advice on the Company's management and strategies based on his wealth of experience and deep insight into management in general.	0

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of the Company's shares held
6	Yoshiro Iwai (September 16,1949) [Reappointment] [Outside] [Independent]	October 1991 Professor of Faculty of Engineering, University of Fukui May 2010 Appointed Outside Director of Palmeso Co., Ltd.; to present April 2012 Dean of Graduate School of Engineering and Faculty of Engineering, University of Fukui April 2013 Director (Research and International Affairs) and Vice President April 2016 Director (Research, Industry-Academia-Society Collaboration) and Vice President April 2019 Professor Emeritus Specially Appointed Professor of Industry-Academia-Government Collaboration June 2020 Appointed Outside Director of the Company; to present April 2024 Appointed Visiting Professor of Industry-Academia-Government Collaboration, University of Fukui; to present [Reason for nomination as a candidate for Outside Director and overview of expected roles] Mr. Yoshiro Iwai has academic expertise in the field of tribology and organizational management. While he has not been involved in corporate management directly in the past, he is nominated as a candidate for Outside Director in the belief that he will continue to provide accurate advice on the Company's management and strategies based on his wealth of experience and deep insight.	0

Notes: 1.There are no special interests between each candidate and the Company.

2.Mr. Kunio Sato and Mr. Yoshiro Iwai are candidates for Outside Director. The Company has designated both candidates as Independent Officers who are free from any conflict of interest with general shareholders and has notified the stock exchange and plans to appoint them as Independent Officers if they are elected.

3.Mr. Kunio Sato and Mr. Yoshiro Iwai are currently Outside Directors of the Company, and their terms of office as Outside Directors will be 9 years and 6 years, respectively, at the conclusion of this General Meeting of Shareholders.

4.Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company has executed agreements with Mr. Kunio Sato and Mr. Yoshiro Iwai to limit their liability for damages under Article 423, Paragraph 1 of the said Act. The maximum amount of liability for damages under the said agreement is the minimum liability amount stipulated by laws and ordinances, and if the reappointment of Mr. Kunio Sato and Mr. Yoshiro Iwai, candidates for Outside Directors, is approved at this General Meeting of Shareholders, the Company plans to continue the said agreement with them.

5. The Company has executed a Directors and Officers Liability Insurance Policy with an insurance company covering Directors, Corporate Auditors, and Executive Officers as insured, which will be renewed in July 2026. Upon approval of their election under this Agenda, each person shall continue to be insured.
   The policy compensates the insured for damages and litigation costs incurred by the insured as a result of claims for damages arising out of acts (including acts of negligence) committed by the insured in connection with their duties as Director, Corporate Auditor, and Officer of the Company; provided, however, that the policy does not cover criminal acts such as bribery, or damages incurred by Officers' intentional illegal acts, thereby ensuring that proper execution of duties by Directors, etc., is not compromised. The insurance premiums are borne entirely by the Company.

Proposal No. 2: Election of Two (2) Audit & Supervisory Board Member

At the conclusion of this General Meeting of Shareholders, Corporate Auditor Nanahiro Funakoshi term of office will expire. Therefore, to strengthen and enhance the auditing system, the Company proposes to increase the number of Corporate Auditors by one (1) and to appoint two (2) Corporate Auditor.

Consent of the Board of Corporate Auditors for the submission of this Agenda has been obtained.

The candidates for Corporate Auditor are as follows:

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of the Company's shares held
1	Tsuneaki Iwamoto (August 25,1963) [New Appointment]	April 1986 Joined the Company March 2002 Manager, Accounting and Finance Dept., Accounting and Finance Div. March 2005 CFO, Taiho Corporation of America January 2009 Deputy General Manager, Accounting and Finance Div. June 2012 Vice President, Taiho Kogyo Corporation of Yantai June 2017 Project General Manager, Purchasing Div. January 2018 General Manager, Purchasing Div. June 2018 Senior General Manager of the Company June 2022 Appointed Executive Officer of the Company January 2024 Representative Director, President, Okuda Kogyo Co., Ltd. (Equivalent to the Executive Officer); to present [Reason for nomination as a candidate for Audit & Supervisory Board Member] Mr. Tsuneaki Iwamoto has held several key positions at the Company, primarily in the accounting and procurement divisions, and possesses extensive experience and expertise through his involvement in management, including secondments to overseas subsidiaries and service as Representative Director of group companies. He is nominated as a candidate for Corporate Auditor in the belief that his extensive experience and knowledge will be reflected in the audits of the Company.	5,200

No.	Name (Date of birth)	Career summary, positions and responsibilities	Number of the Company's shares held
2	Yohei Kimura (May 25,1981) [New Appointment] [Outside]	April 2005 Joined Bridgestone Corporation October 2006 Joined Toyota Motor Corporation January 2018 Team Leader, Global Human Resources Div. January 2020 Secondment to Nikkei Inc. January 2021 Manager, Human Resources Dept., Advanced Technology Div., Toyota Motor Corporation October 2021 Team Leader, Global Human Resources Div. November 2021 Manager, Labor Relations Dept., Accounting and Finance Div. January 2026 Manager, Power Train Unit Parts Dept., Power Train Unit Parts Purchasing Div. ; to present [Reason for nomination as a candidate for Audit & Supervisory Board Member] While Mr. Yohei Kimura has not been involved in corporate management directly in the past, he has extensive practical experience and expertise at Toyota Motor Corporation, particularly in the areas of human resources and labor relations. He is nominated as a candidate for Corporate Auditor in the belief that his extensive experience and knowledge will be reflected in the audits of the Company.	0

Notes : 1. There are no special interests between each candidate and the Company.

2. Mr. Kimura is a candidate for Outside Corporate Auditor.

3. Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company has executed agreements with Mr. Yohei Kimura to limit their liability for damages as provided for in Article 423, Paragraph 1 of the said Act. The maximum amount of liability for damages under such agreements is the minimum liability amount pursuant to Article 425, Paragraph 1 of the Companies Act.

4. The Company has executed a Directors and Officers Liability Insurance Policy with an insurance company covering Directors, Corporate Auditors, and Executive Officers as insured, which will be renewed in July 2026. Upon approval of the election under this Agenda, each of them shall continue to be insured. The policy compensates the insured for damages and litigation costs incurred by the insured as a result of claims for damages arising out of acts (including acts of negligence) committed by the insured in connection with the duties as Director, Corporate Auditor, and Officer of the Company; provided, however, that the policy does not cover criminal acts such as bribery, or damages incurred by Officers' intentional illegal acts, thereby ensuring that proper execution of duties by Directors, etc., is not compromised. The insurance premiums are borne entirely by the Company.

5. Mr. Yohei Kimura is Manager, Power Train Unit Parts Dept., Power Train Unit Parts Purchasing Div., Toyota Motor Corporation, which is a specified related party (major transaction partner) of the Company. He has received remuneration, etc., from Toyota Motor Corporation for the past two years and will continue to do so in the future.

(Reference)

＜Composition of the Audit & Supervisory Board＞

If Proposal No. 2 is approved as originally proposed, the composition of the Audit & Supervisory Board will be as follows.

Name		Current position
[New Appointment]	Tsuneaki Iwamoto	Equivalent to the Executive Officer
[Incumbent]	Katsuhiro Ashihara	Standing Audit & Supervisory Board Member
[Incumbent] [Outside] [Independent]	Sachiko Enomoto	Audit & Supervisory Board Member
[Incumbent] [Outside] [Independent]	Kazuya Ogata	Audit & Supervisory Board Member
[New Appointment] [Outside]	Yohei Kimura	－

(Reference)

If Proposal No. 1 and Proposal No. 2 are approved as originally proposed, the skills and experiences held by the candidates for Directors and Audit & Supervisory Board Member of the Company are as follows:

Name	Position	Corporate Management	Technology and Development	Production Engineering and Manufacturing	Finance and Accounting	Sales and Purchasing	Global (International Experience)	Governance (Internal Control)
Toshio Niimi	Director	○		○			○	○
Tomohiro Kano	Director	○	○					○
Yasuyuki Takemura	Director	○			○	○	○	○
Akihiko Yokoi	Director	○		○			○	○
Kunio Sato	Outside Director	○			○	○		○
Yoshiro Iwai	Outside Director		○				○	○
Tsuneaki Iwamoto	Auditor	○			○	○	○	○
Katsuhiro Ashihara	Auditor		○					○
Sachiko Enomoto	Outside Auditor	○			○		○	○
Kazuya Ogata	Outside Auditor							○
Yohei Kimura	Outside Auditor					○		○

*The above list does not represent all the knowledge possessed by the candidates.