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(Stock Exchange Code 7287)

June 5, 2026

(Date of Commencement of Electronic Provision Measures:

June 4, 2026)

To Shareholders with Voting Rights:

Keiichi Nagano
President, Representative Director and Chief
Executive Officer
NIPPON SEIKI CO., LTD.
2-34, Higashizaoh 2-chome, Nagaoka-shi,
Niigata

**NOTICE OF
THE 81ST ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

You are cordially notified of the 81st Annual General Meeting of Shareholders of NIPPON SEIKI CO., LTD. (the “Company”). The meeting will be held for the purposes as described below.

In convening this Annual General Meeting of Shareholders, we have taken measures to electronically provide information (“Matters for Electronic Provision”) that mainly constitutes the Reference Documents for the Shareholders’ Meeting and have posted such information as the “NOTICE OF THE 81ST ANNUAL GENERAL MEETING OF SHAREHOLDERS” on the Company’s website on the Internet. Therefore, shareholders are asked to review the materials by accessing the Company’s website indicated below.

The Company’s website: https://global.nippon-seiki.co.jp/ir_meeting/

In addition to the above website, the Matters for Electronic Provision have also been posted on the Tokyo Stock Exchange (TSE) website. Shareholders are, therefore, asked to confirm the materials by accessing the TSE website (Listed Company Search) indicated below, entering and searching the issue name (the Company’s name) or securities code, and selecting “Basic information” and “Documents for public inspection / PR information.”

The Tokyo Stock Exchange website (Listed Company Search)

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

If you do not attend the meeting, you can exercise your voting rights via the Internet or in writing. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on Thursday, June 25, 2026, Japan time.

1. Date and Time: Friday, June 26, 2026, at 10:00 a.m.

2. Place: Gymnasium at the headquarters of the Company, located at 2-34, Higashizaoh 2-chome, Nagaoka-shi, Niigata

3. Meeting Agenda:

- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements for the Company's 81st Fiscal Year (April 1, 2025–March 31, 2026) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company's 81st Fiscal Year (April 1, 2025–March 31, 2026)

Proposals to be resolved:

Proposal: Election of Five (5) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

4. Matters decided upon the convocation of the General Meeting of Shareholders

- (1) Among the Matters for Electronic Provision, in accordance with laws and regulations and the provisions of the Articles of Incorporation of the Company, the following items are not included in the paper-based documents delivered to the shareholders. The Audit and Supervisory Committee and the Accounting Auditors have audited documents subject to auditing including the following items.
 - (i) "Matters concerning the Company's stock acquisition rights, etc."
 - (ii) "System to ensure that the execution of duties by Directors complies with laws and regulations and the Articles of Incorporation, and other systems to ensure the appropriateness of business operations," "Outline of the implementation status of systems to ensure the appropriateness of business operations," and "Basic policy on the control of the Company" in "Systems and Policies of the Company"
 - (iii) "Notes to the Consolidated Financial Statements"
 - (iv) "Notes to the Non-consolidated Financial Statements"
- (2) If you exercise your voting rights both via the Internet and in writing, the Company will only deem the exercise via the Internet valid. Also, if you exercise your voting rights several times via the Internet, the Company will only deem the last exercise valid.
- (3) If you do not indicate your vote for or against the proposal on the Voting Rights Exercise Form returned to the Company via postal mail, the Company will deem that you have approved such proposals.

End

- The reception starts at 9:00 a.m.
- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- If you are unable to attend the meeting, you may exercise your voting rights by a proxy. In such case, the proxy must be another shareholder of the Company who holds voting rights, and that person will be required to submit a document certifying his/her authority to be a proxy.
- If any revisions to the Matters for Electronic Provisions arise, a notice to that effect and both the matters before the revision and after the revision will be posted on the Internet, namely on the Company's website and the TSE website, which are mentioned above.

Guidance on How to Exercise the Voting Rights

If you are able to attend the General Meeting of Shareholders:

Attending the General Meeting of Shareholders	<p>Date and time of the meeting: Friday, June 26, 2026, at 10:00 a.m.</p> <p>Please bring the enclosed Voting Rights Exercise Form and submit it at the reception desk. Please come to the venue early as the reception desk will be crowded immediately before the opening of the meeting.</p>
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If you are unable to attend the General Meeting of Shareholders:

Voting in writing	“Smart Voting”	Voting via the Internet From a PC, a smartphone, etc., access the voting website at: https://www.web54.net
Voting Deadline	Voting Deadline	Voting Deadline
To be received no later than 5:00 p.m. Thursday, June 25, 2026	No later than 5:00 p.m. Thursday, June 25, 2026	No later than 5:00 p.m. Thursday, June 25, 2026
Please indicate your vote for or against the proposal on the enclosed Voting Rights Exercise Form and return it so that it will be received by the Shareholder Register Administrator of the Company by the deadline. If you do not indicate your vote for or against the proposal on the Voting Rights Exercise Form, the Company will deem that you have approved the proposal.	Please scan the “Login QR Code for the voting website for smartphones” provided in the lower right of the enclosed Voting Rights Exercise Form with a smartphone or a tablet terminal.	Please access the voting website, use the Voting Rights Exercise Code and the Password provided on the enclosed Voting Rights Exercise Form, and follow the on-screen instructions to register your vote for or against the proposal.
Please see the following page for details.		

If you have questions about the use of your PC or smartphone for exercising your voting rights, please contact:
Sumitomo Mitsui Trust Bank, Limited, Securities Agent Web Support Hotline
Toll-free call: 0120-652-031
Services available from 9:00 a.m. to 9:00 p.m.

“Smart Voting”	
1. Access the voting website for smartphones Please scan the “Login QR Code for the voting website for smartphones” with a smartphone or a tablet terminal. <small>*QR Code is a registered trademark of DENSO WAVE INCORPORATED.</small>	
2. Open the voting website Please access the URL presented on the screen, to open the voting website. There are two ways to exercise your voting rights.	
3. Vote for or against each proposal individually Please follow the on-screen instructions to enter your vote for or against each proposal.	4. “Approve” all the proposals presented by the Company
If there are no problems on the confirmation page, please click on “Submit Vote” button to complete the voting process.	
If you wish to change your vote after you have exercised your voting rights, you will need to scan the QR Code again and enter the “Voting Rights Exercise Code” and the “Password” provided on the enclosed Voting Rights Exercise Form. (You may also exercise your voting rights by accessing the voting website at https://www.web54.net directly from your PC.)	

Voting via the Internet
1. Access the voting website at: <u>https://www.web54.net</u>
2. Log in by entering the “Voting Rights Exercise Code” provided on the enclosed Voting Rights Exercise Form
3. Enter the Password provided on the enclosed Voting Rights Exercise Form
After that, please follow the on-screen instructions to enter your vote for or against each proposal.

- * Shareholders will be responsible for connection and communication charges when using the voting website.
- * You may not be able to use the voting website depending on your Internet environment, the service you subscribe to, and the model of smartphone, etc. you are using.

Reference Documents for the General Meeting of Shareholders


Proposal and References


Proposal: Election of Five (5) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)


The terms of office of all five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members; the same applies hereinafter in this proposal) will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of five (5) Directors is proposed.


The candidates for Directors are as follows:


No.	Name	Current position at the Company	Attributes	Number of attendances at Board of Directors meetings
1	Koichi Sato	Representative Director and Chairman	Reappointment Male	16 / 16
2	Keiichi Nagano	President, Representative Director and Chief Executive Officer	Reappointment Male	16 / 16
3	Masahiro Yoshihara	Director, Vice President and Chief Executive Officer	Reappointment Male	16 / 16
4	Masatoshi Azuma	Director and Senior Managing Officer	Reappointment Male	16 / 16
5	Satsuki Shimada	Director	Reappointment Outside Director Independent Director Female	16 / 16

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
1	 Koichi Sato (October 26, 1962)	April 1985 Joined the Company April 2006 Vice President and Director, N.S. International, Ltd. June 2011 Director, the Company June 2013 Managing Director June 2016 Director and Managing Officer April 2017 Director and Senior Managing Officer June 2019 Representative Director and Senior Managing Officer June 2020 President, Representative Director and Chief Executive Officer June 2025 Representative Director and Chairman (to present)	24,279	None
	(Number of attendances at Board of Directors meetings) 16 / 16 (Reasons for selecting the candidate for Director) Koichi Sato has taken a leading role in the management of the Company as Representative Director and Chairman and has an extensive range of experience in the execution of business in the engineering division and deep insight into corporate management. Aiming to “generate a harmonious interface connecting the world and people,” he has taken the leadership of the Nippon Seiki Group in implementing measures to enhance its corporate value. It is expected that, as a member of the Board of Directors, he will continue to utilize his wealth of experience and achievements to reinforce the Board’s decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.			

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
2	 Keiichi Nagano (July 5, 1965)	April 1989 Joined the Company March 2014 General Manager, Nippon Seiki (Europe) B.V. June 2020 Senior Operating Officer June 2021 Director and Senior Operating Officer June 2022 Director and Managing Officer June 2023 Director and Senior Managing Officer June 2024 Vice President, Representative Director and Chief Executive Officer June 2025 President, Representative Director and Chief Executive Officer (to present)	17,138	None
		(Number of attendances at Board of Directors meetings) 16 / 16 (Reasons for selecting the candidate for Director) Keiichi Nagano has taken a leading role in the management of the Company as President and Representative Director and has an extensive range of experience in the execution of business and deep insight into corporate management through the execution of businesses in the divisions of development and engineering, the management of overseas subsidiaries, and other responsibilities. Aiming to “generate a harmonious interface connecting the world and people,” he has taken the leadership of the Nippon Seiki Group in implementing measures to enhance its corporate value. It is expected that, as a member of the Board of Directors, he will continue to utilize his wealth of experience and achievements to reinforce the Board’s decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
3	 Masahiro Yoshihara (March 11, 1964)	September 1985 Joined the Company October 2016 President, Shanghai Nissei Display System Co., Ltd. June 2022 Director and Senior Operating Officer June 2023 Director and Managing Officer June 2024 Director and Senior Managing Officer April 2026 Director, Vice President and Chief Executive Officer (to present) April 2026 Chief of the Headquarters, Global Quality Assurance Headquarters In charge of Global Quality Assurance Headquarters, Global Production Headquarters, and Nagaoka Plant April 2026 In charge of Global Quality Assurance Headquarters, Global Production Headquarters, and Nagaoka Plant (to present) (Significant concurrent position) • Chairman of the Board, Nippon Seiki De Mexico S.A. De C.V.	6,661	See Note 1
(Number of attendances at Board of Directors meetings)		16 / 16		
(Reasons for selecting the candidate for Director)		Masahiro Yoshihara has an extensive range of experience and achievements through the execution of businesses in the divisions of production and production engineering and as the top management of overseas subsidiaries. In addition, he has assumed the office of Director, Vice President and Chief Executive Officer, thereby acquiring deep insight into corporate management. By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
4	 Masatoshi Azuma (June 11, 1963)	<p>April 1984 Joined the Company</p> <p>June 2018 Senior Operating Officer</p> <p>June 2020 Director and Managing Officer</p> <p>June 2025 Director and Senior Managing Officer (to present)</p> <p>April 2026 In charge of System Design Headquarters and Technology Development Headquarters</p> <p>Geographical area in his charge: Japan (NS West Inc. and Kyoei Engineering Co., Ltd.) (to present)</p> <p>(Significant concurrent positions)</p> <ul style="list-style-type: none"> • Chairman of the Board, Thai Nippon Seiki Co., Ltd. • Chairman, Vietnam Nippon Seiki Co., Ltd. 	16,396	See Note 2
<p>(Number of attendances at Board of Directors meetings) 16 / 16</p> <p>(Reasons for selecting the candidate for Director)</p> <p>Masatoshi Azuma has an extensive range of experience and achievements through the execution of businesses in the divisions of development and engineering, where he was involved in head-up displays, as well as in the business management and sourcing divisions. In addition, he has assumed the office of Director and Senior Managing Officer, thereby acquiring deep insight into corporate management.</p> <p>By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been selected 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	Relationship of special interests with the Company
5	 Satsuki Shimada (May 6, 1964) <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">Outside Director</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">Independent Director</div>	April 1987 Joined Fujitsu Limited May 2013 Senior Manager, Product Development Process Audit Group, Product Process Audit Division, the said Company June 2015 Executive Officer, General Manager, Group Business Promotion Office, and General Manager, Assessment Business Department, Fujitsu Quality Laboratory Ltd. (currently Eurofins FQL Ltd.); and Senior Director, Platform Quality Division, Fujitsu Limited July 2021 Executive Officer, General Manager, Process Consulting Department, Eurofins FQL Ltd. February 2024 General Manager, in charge of Solution Business, Eurofins FQL Ltd. (to present) June 2024 Director, the Company (to present)	400	None
	(Number of attendances at Board of Directors meetings) 16 / 16 (Reasons for selecting the candidate for Outside Director and an outline of expected roles) Satsuki Shimada is currently an Outside Director of the Company, and her period of service as such will be two years at the conclusion of this Annual General Meeting of Shareholders. She is expected to provide recommendations, advice, and supervision regarding the corporate management strategy including the management policies, from an objective and medium- to long-term viewpoint, based on a wide range of achievements in the fields of manufacturing, the software design process, and quality assurance. She has an extensive range of experience as Executive Officer and a wide range of achievements mainly in the fields of manufacturing, the software design process, and quality assurance. For these reasons, she is expected to supervise the management of the Company and she has been selected as a candidate for Outside Director.			

(Notes)

1. Candidate for Director, Masahiro Yoshihara, concurrently serves as Chairman of the Board, Nippon Seiki De Mexico S.A. De C.V., with which the Company has business relationships, including the sales and purchases of products and parts. The Company also provides loans thereto.
2. Candidate for Director, Masatoshi Azuma, has the following special interests with the Company.
 - a. He concurrently serves as Chairman of the Board, Thai Nippon Seiki Co., Ltd., with which the Company has business relationships, including the sales and purchases of products and parts.
 - b. He concurrently serves as Chairman, Vietnam Nippon Seiki Co., Ltd., with which the Company has business relationships, including the sales and purchases of products and parts.
3. Candidate for Director, Satsuki Shimada is a candidate for Outside Director. She has no special interests with the Company. Satsuki Shimada has been designated as an Independent Director as set forth by the Tokyo Stock Exchange and notification thereof has been submitted to the said Exchange. If her election is approved, she will continue to be designated as an Independent Director.
4. The Company has an agreement with Satsuki Shimada to limit the liability for damages as prescribed in Article 423, Paragraph 1 of the Companies Act pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement will be the minimum amount of liability stipulated in Article 425, Paragraph 1 of the Companies Act. If her election is approved, the Company will continue the said agreement with her.
5. The Company has entered into a directors and officers (D&O) liability insurance contract with an insurance company. In the event that claims for damages are made against the insured persons, the said insurance contract shall compensate for legal damages and litigation expenses to be borne by the insured. If elected, each candidate will be insured under the said insurance contract. Also, the Company intends to renew the said insurance contract with the same contents at the time of the next renewal.
6. The Audit and Supervisory Committee has expressed its opinion regarding the selection of Directors (excluding Directors who are Audit and Supervisory Committee Members) as follows:

The Audit and Supervisory Committee, based on the “Audit and Supervisory Committee Auditing Standards,” examined with regard to this proposal whether the candidates have been selected and nominated in accordance with the policy set forth in the “Basic Approach to Corporate Governance” of the Company, after receiving explanations of the deliberation results from the Appointment Advisory Committee consisted of two Outside Directors who are Audit and Supervisory Committee Members regarding the approach taken in selecting candidates for Directors and their careers, achievements, and roles, etc. that are to be assigned to each candidate, and exchanging opinions. As a result, it has been deemed that the selection and nomination procedures are appropriate and that each candidate is suitable as a Director of the Company.

Reference: Composition of the Board of Directors and Skills Matrix after Election

			Corporate Management	Production / Production Engineering	Research, Development, Design	Marketing, Business	Accounting, Finance, Tax	Corporate Governance	ESG, Sustainability	Global Experience	HR, Personnel Development	IT, DX
Koichi Sato	Inside		○		○	○	○	○		○	○	
Keiichi Nagano	Inside		○		○	○		○	○	○	○	○
Masahiro Yoshihara	Inside		○	○						○	○	○
Masatoshi Azuma	Inside		○		○		○	○	○		○	○
Satsuki Shimada	Outside		○	○	○							○
Yuji Hirata	Inside	Audit and Supervisory Committee Member	○	○				○		○		
Eiko Tomiyama	Outside	Audit and Supervisory Committee Member				○			○		○	
Kiyoshi Suzuki	Outside	Audit and Supervisory Committee Member	○	○	○							○
Toshihiko Enomoto	Outside	Audit and Supervisory Committee Member	○				○	○		○		
Toshiyuki Yamada	Outside	Audit and Supervisory Committee Member						○				

The knowledge and expertise expected of each Director are marked with ○ based on their work experience or current specialization.