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Stock Exchange Code: 7914

June 3, 2026

(Electronic provision measures commencement date: May 27, 2026)

**To Shareholders with Voting Rights:**

Teruomi Ohashi  
Representative Director & President  
Kyodo Printing Co., Ltd.  
4-14-12 Koishikawa, Bunkyo-ku, Tokyo

**NOTICE OF  
THE 146th ANNUAL GENERAL MEETING OF SHAREHOLDERS**

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

The 146th Annual General Meeting of Shareholders of Kyodo Printing Co., Ltd. (the “Company”) will be held for the purposes as described below.

In convening this meeting, the Company has taken measures for electronic provision, and matters to be provided electronically (Electronic Provision Measures Matters) are posted on the website described below.

**The Company’s website:**

[https://www.kyodoprinting.co.jp/ir\\_info/irdata/meeting.html](https://www.kyodoprinting.co.jp/ir_info/irdata/meeting.html) (in Japanese)

From the front page of the Company’s corporate website (<https://www.kyodoprinting.co.jp/> (in Japanese)), please select “IR Information,” “IR Library,” and “Information on General Meeting of Shareholders” in this order to confirm the relevant information.

Aside from the abovementioned website, Electronic Provision Measures Matters are posted on the websites described below.

**Tokyo Stock Exchange website (TSE Listed Company Search):**

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

On the abovementioned website, please search by entering “Kyodo Printing” in the field of issue name (company name) or the stock exchange code “7914,” and select “Basic information” and “Documents for public inspection/PR information” in this order to confirm the information.

**Website of Sumitomo Mitsui Trust Bank, Limited (“The Portal of Shareholders’ Meeting”; in Japanese)**

<https://www.soukai-portal.net>

Please scan the QR code printed on the Voting Rights Exercise Form or use your ID and password to access the website.

The QR code is printed on the Voting Rights Exercise Form.

\* Please note that any of these websites may be temporarily inaccessible due to scheduled maintenance or other reasons. If you are unable to view one of the provided websites, please try a different website or wait a moment to try again.

**If you are not attending the meeting in person, you can exercise your voting rights via the Internet, etc. or in writing. Please review the Reference Documents for the General Meeting of Shareholders provided in Electronic Provision Measures Matters, and exercise your voting rights by referring to the Instructions for the Exercise of Voting Rights, no later than 6:00 p.m. on Wednesday, June 24, 2026, Japan time.**

**1. Date and Time:** Thursday, June 25, 2026 at 10:00 a.m. Japan time (Reception starts at 9:30 a.m.)

**2. Place:** **Kyodo Printing Co., Ltd. Head Office, 1F Hall**  
located at 4-14-12 Koishikawa, Bunkyo-ku, Tokyo, Japan

**3. Meeting Agenda:**

- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements for the Company's 146th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Board of Company Auditors of the Consolidated Financial Statements
  2. Non-consolidated Financial Statements for the Company's 146th Fiscal Year (April 1, 2025 - March 31, 2026)

**Proposals to be resolved:**

- Proposal 1:** Distribution of Surplus  
**Proposal 2:** Election of Seven (7) Directors  
**Proposal 3:** Election of One (1) Company Auditor

- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- If there is no indication of a vote for or against a specific proposal in the exercise of voting rights in writing, it shall be deemed as an indication of approval to that proposal.
- If you exercise your voting rights multiple times, the last vote that arrives the Company shall be deemed as a valid exercise of voting rights. If the vote via the Internet, etc. and that in the Voting Rights Exercise Form arrives the Company on a same day, the voting rights exercised via the Internet, etc. shall be deemed valid.
- Should the Electronic Provision Measures Matters require revisions, the revised versions will be posted on each of the websites where these matters are posted.
- Should changes arise to the operation of the meeting, we will notify on the Company's website (in Japanese) (<https://www.kyodoprinting.co.jp/>).

# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal 1: Distribution of Surplus

Upon consideration of the stable return of profits to shareholders and future management initiatives, the Company proposes the following appropriation of surplus.

#### Items Related to the Year-end Dividend

1) Type of dividend property

Cash

2) Items related to the allocation of dividend property and its total amount

40 yen per common share

Total amount will be 1,142,971,680 yen, and the annual dividend will be a total of 78 yen per share including the interim dividend.

3) Effective date of the distribution of surplus

June 26, 2026

**Proposal 2:** Election of Seven (7) Directors

The terms of office of all seven (7) Directors will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, the election of seven (7) Directors is proposed.

The candidates for Director are as follows:

No.	Name	Current positions and responsibilities at the Company
1	[Reappointment] <b>Yoshiaki Fujimori</b> (Male)	Director & Chairman
2	[Reappointment] <b>Teruomi Ohashi</b> (Male)	Representative Director & President In charge of Internal Audit Division and Secretarial Division
3	[Reappointment] <b>Hidenori Watanabe</b> (Male)	Director & Vice President Executive Officer Assistant to President and in charge of Corporate Planning Headquarters and DX Promotion Division
4	[Reappointment] <b>Takaharu Takahashi</b> (Male)	Director & Senior Managing Executive Officer In charge of Living & Industrial Materials Headquarters, Production Supervisory Headquarters, and Technology Supervisory Division
5	[Reappointment] [Independent] [Outside] <b>Mika Takaoka</b> (Female)	Director
6	[Reappointment] [Independent] [Outside] <b>Yosuke Mitsusada</b> (Male)	Director
7	[Reappointment] [Independent] [Outside] <b>Chieko Ouchi</b> (Female)	Director

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
1	<p><b>Yoshiaki Fujimori</b> (Male) (May 20, 1949) [Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 20 out of 20 meetings</p> <p>[Years of service as Director] 22 years (at the conclusion of this General Meeting of Shareholders)</p>	<p>April 1976 April 1998 April 2003  April 2004 June 2004  June 2006 June 2010 April 2011  May 2011 June 2013 April 2025 April 2026</p>	<p>Joined the Company General Manager of Legal Division General Manager of Technology Development Division, Technical Supervisory Division and General Manager of Legal Division General Manager of Technical Supervisory Division Director and General Manager of Technical Supervisory Division Managing Director Senior Managing Director Senior Managing Director and General Manager of Accounting Division Senior Managing Director Representative Director &amp; President Representative Director &amp; Chairman Director &amp; Chairman (current position)</p>	88,100
<p>[Reason for nomination as a candidate for Director] Since joining the Company, the candidate has held important positions in the legal affairs and intellectual property division and technical supervisory division and has served as Representative Director &amp; President and Representative Director &amp; Chairman. Currently serving as Director &amp; Chairman, he has abundant experience and knowledge of overall management. The Company has judged that he is an appropriate person to continue to take on the duties of Director, such as important management decisions and supervision of business execution of the Company, and renominated him as a candidate for Director.</p>				
2	<p><b>Teruomi Ohashi</b> (Male) (December 2, 1963)  [Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 20 out of 20 meetings</p> <p>[Years of service as Director] 3 years (at the conclusion of this General Meeting of Shareholders)</p>	<p>April 1987 April 2011  April 2016  April 2018  April 2019  April 2020  April 2021  June 2023  April 2024  April 2025</p>	<p>Joined the Company General Manager of Management &amp; Planning Department, Business Media Division General Manager of Sales Planning Department, Business Media Division Executive Officer and Deputy General Manager of Business Media Division Executive Officer and General Manager of Business Media Division Senior Executive Officer and General Manager of Business Media Division Managing Executive Officer and General Manager of Information &amp; Security Headquarters Director &amp; Managing Executive Officer and General Manager of Information &amp; Security Headquarters Director &amp; Vice President Executive Officer and Business Supervisor Representative Director &amp; President (current position)</p>	73,304
<p>[Reason for nomination as a candidate for Director] The candidate has held important positions mostly in corporate planning division and served as General Manager of Information &amp; Security Headquarters. Currently serving as President, who is chief executive officer overseeing business execution, he has abundant experience and knowledge in overall management. The Company has judged that he is an appropriate person to take on the duties of Director, such as important management decisions and supervision of business execution of the Company, and renominated 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	<p><b>Hidenori Watanabe</b> (Male) (September 3, 1959)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 20 out of 20 meetings</p> <p>[Years of service as Director] 15 years (at the conclusion of this General Meeting of Shareholders)</p>	<p>April 1982      Joined The Dai-Ichi Kangyo Bank, Limited (currently Mizuho Bank, Ltd.)</p> <p>March 2006    General Manager of American Fund Office, ALM Department of Mizuho Corporate Bank, Ltd.</p> <p>April 2009    General Manager of Global Credit Investment Department of Mizuho Corporate Bank, Ltd.</p> <p>April 2011    Joined the Company</p> <p>May 2011    General Manager of Accounting Division</p> <p>June 2011    Director and General Manager of Accounting Division</p> <p>October 2012   Director, General Manager of Accounting Division and General Manager of Legal Division</p> <p>April 2013    Director and General Manager of Accounting Division</p> <p>June 2014    Director and General Manager of Business Management Headquarters</p> <p>June 2016    Director &amp; Managing Executive Officer and General Manager of Corporate Planning Headquarters</p> <p>April 2020    Director &amp; Senior Managing Executive Officer and General Manager of Group Corporate Headquarters</p> <p>April 2022    Director &amp; Senior Managing Executive Officer, General Manager of Group Corporate Headquarters and General Manager of Corporate Planning Headquarters</p> <p>April 2024    Director &amp; Vice President Executive Officer and General Manager of Group Corporate Headquarters</p> <p>April 2026    Director &amp; Vice President Executive Officer (current position)</p> <p>[Responsibilities] Assistant to President, Corporate Planning Headquarters and DX Promotion Division</p>	34,890
<p>[Reason for nomination as a candidate for Director] The candidate has served as General Manager of Accounting Division, General Manager of Legal Division, General Manager of Business Management Headquarters, General Manager of Corporate Planning Headquarters, and General Manager of Group Corporate Headquarters. Currently serving as Director &amp; Vice President Executive Officer, he is in charge of the Corporate Planning Headquarters and the DX Promotion Division. He has abundant experience and knowledge of overall management. The Company has judged that he is an appropriate person to continue to take on the duties of Director, such as important management decisions and supervision of business execution of the Company, and renominated 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
4	<p><b>Takaharu Takahashi</b> (Male) (August 7, 1962)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 20 out of 20 meetings</p> <p>[Years of service as Director] 5 years (at the conclusion of this General Meeting of Shareholders)</p>	<p>April 1985</p> <p>April 2006</p> <p>April 2011</p> <p>April 2013</p> <p>April 2016</p> <p>June 2016</p> <p>April 2019</p> <p>April 2021</p> <p>June 2021</p> <p>April 2023</p> <p>April 2026</p> <p>[Responsibilities]</p>	<p>Joined the Company</p> <p>General Manager of Goka Plant, Printing &amp; Finishing Division, Headquarters Production Division</p> <p>General Manager of Production Division, Publications &amp; Commercial Printing Division</p> <p>General Manager of Facilities &amp; Environment Division</p> <p>General Manager of Production Supervisory Headquarters</p> <p>Executive Officer and General Manager of Production Supervisory Headquarters</p> <p>Senior Executive Officer and General Manager of Production Supervisory Headquarters</p> <p>Managing Executive Officer and General Manager of Production Supervisory Headquarters</p> <p>Director &amp; Managing Executive Officer and General Manager of Production Supervisory Headquarters</p> <p>Director &amp; Managing Executive Officer</p> <p>Director &amp; Senior Managing Executive Officer (current position)</p> <p>Living &amp; Industrial Materials Headquarters, Production Supervisory Headquarters and Technology Supervisory Division</p>	17,810
<p>[Reason for nomination as a candidate for Director] The candidate has held important positions mostly in production division, and is currently Director &amp; Senior Managing Executive Officer while being in charge of Living &amp; Industrial Materials Headquarters, Production Supervisory Headquarters, and Technology Supervisory Division. He has abundant experience and knowledge in overall management. The Company has judged that he is an appropriate person to take on the duties of Director, such as important management decisions and supervision of business execution of the Company, and renominated 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	<p><b>Mika Takaoka</b> (Female) (June 19, 1968)</p> <p>[Reappointment] [Independent] [Outside]</p> <p>[Attendance at the Board of Directors meetings] 20 out of 20 meetings</p> <p>[Years of service as Director] 11 years (at the conclusion of this General Meeting of Shareholders)</p>	<p>April 2001 Assistant Professor of Institute for Economic Research, Osaka City University (currently Osaka Metropolitan University)</p> <p>April 2002 Assistant Professor of College of Economics, Rikkyo University</p> <p>April 2006 Assistant Professor of College of Business, Rikkyo University</p> <p>April 2007 Associate Professor of College of Business, Rikkyo University</p> <p>April 2009 Professor of College of Business, Rikkyo University (current position)</p> <p>May 2011 Outside Corporate Auditor of FamilyMart Co., Ltd.</p> <p>May 2014 Outside Director of TSI HOLDINGS CO., LTD.</p> <p>June 2014 Outside Director of MOS FOOD SERVICES, INC.</p> <p>June 2015 Outside Director of the Company (current position)</p> <p>June 2018 Outside Director of SG HOLDINGS CO., LTD. (current position)</p> <p>May 2019 Outside Director of FamilyMart UNY Holdings Co., Ltd. (currently FamilyMart Co., Ltd.)</p> <p>June 2023 Outside Director of FANCL CORPORATION</p> <p>June 2024 Outside Director of NIPPON CORPORATION (current position)</p> <p>[Significant concurrent positions] Professor of College of Business, Rikkyo University Outside Director of SG HOLDINGS CO., LTD. Outside Director of NIPPON CORPORATION</p>	0
<p>[Reason for nomination as a candidate for Outside Director and a summary of expected roles] The candidate has specialized knowledge in business administration, etc. as university professor, and also possesses abundant experience and knowledge, including serving as outside officer of the Company and other companies. Based on such extensive experience, she has provided useful and valuable opinions and suggestions from an objective standpoint independent from Directors who conduct business execution. The Company expects that she will also provide supervision and advice, etc. on Directors' business execution from a professional perspective regarding overall management strategy. Thus, the Company has judged that she is an appropriate person for Outside Director of the Company, and renominated her as a candidate for Outside Director. If she is appointed, the Company also expects that she will examine the appointment and dismissal of officers, the officer compensation plan, etc., and will be involved in building a highly objective and transparent governance system as chairperson of the Nomination and Remuneration Committee. In addition, she is expected to assume the office of chairperson of the Independent Officers Committee as Lead Independent Outside Director to activate discussions in the Board of Directors by communicating opinions and recommendations proposed at the meeting of the said committee. Although she has never been involved in corporate management other than having served as outside officer, the Company has judged that she is an appropriate person for a candidate for Outside Director for the above reasons.</p>			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
6	<p><b>Yosuke Mitsusada</b> (Male) (December 24, 1963)</p> <p>[Reappointment] [Independent] [Outside]</p> <p>[Attendance at the Board of Directors meetings] 20 out of 20 meetings</p> <p>[Years of service as Director] 5 years (at the conclusion of this General Meeting of Shareholders)</p>	<p>April 1986      Joined The Nippon Credit Bank, Ltd. (currently Aozora Bank, Ltd.)</p> <p>October 1999    Joined Unison Capital, Inc.</p> <p>May 2002        Corporate Auditor of Tohato Inc.</p> <p>July 2002        Director of Bolsa Co., LTD. (current position)</p> <p>May 2004        Corporate Auditor of Drug Eleven Co., Ltd.</p> <p>June 2004        Corporate Auditor of Orient Credit Co., Ltd.</p> <p>June 2004        Corporate Auditor of Mine-Mart Holdings Co., Ltd.</p> <p>March 2005      Joined Asuka Asset Management Limited (currently Aizawa Asset Management Co., Ltd.)</p> <p>April 2007       Associate Professor of School of Management, SANNO University</p> <p>April 2012       Professor of School of Management, SANNO University (current position)</p> <p>July 2013        Joined Asuka Asset Management Limited (currently Aizawa Asset Management Co., Ltd.)</p> <p>August 2013     Director and Founding Partner of Asuka Corporate Advisory Co., Ltd. (current position)</p> <p>November 2016   Outside Director of Yume no Machi Souzou Iinkai Co., Ltd. (currently Demae-can Co., Ltd.)</p> <p>June 2019        Outside Director of PHYZ, Inc. (currently PHYZ Holdings Inc.)</p> <p>June 2021        Outside Director of the Company (current position)</p> <p>November 2023   Outside Director of MANI, INC. (current position)</p> <p>[Significant concurrent positions] Professor of School of Management, SANNO University Outside Director of MANI, INC.</p>	0
<p>[Reason for nomination as a candidate for Outside Director and a summary of expected roles] The candidate has a track record of engaging in practical operations relating finance, investment and M&amp;A in multiple investment companies, and has abundant experience and knowledge, including serving as outside officer in other companies. Based on such extensive experience, he can provide useful and valuable opinions and suggestions from an objective standpoint independent from Directors who conduct business execution. The Company expects that he will also provide supervision and advice, etc. on Directors' business execution from a professional perspective regarding overall corporate finance. Thus, the Company has judged that he is an appropriate person for Outside Director of the Company, and renominated him as a candidate for Outside Director. If he is appointed, the Company also expects that he will be involved in strengthening cooperation with the Board of Directors to enhance corporate governance from an objective standpoint as a member of the Independent Officers Committee.</p>			

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
7	<p><b>Chieko Ouchi</b> (Female) (October 9, 1962)</p> <p>[Reappointment] [Independent] [Outside]</p> <p>[Attendance at the Board of Directors meetings] 14 out of 15 meetings</p> <p>[Years of service as Director] 1 (at the conclusion of this General Meeting of Shareholders)</p>	<p>April 1983 April 2003 January 2010 January 2016 January 2018 January 2022 October 2022 August 2023 June 2024 June 2025 June 2025</p> <p>[Significant concurrent positions]</p>	<p>Joined DENTSU INC. General Manager, Medical Solutions Department, Account Planning Solutions Division, DENTSU INC. Assistant Division Manager / Senior Planning Director. Communication Design Center, DENTSU INC. Managing Director, CR Planning III Division, DENTSU INC. Executive Officer, DENTSU INC. Executive Advisor DENTSU INC. Outside Director of Japan Green Investment Corp. for Carbon Neutrality Outside Director of nosh Co., Ltd. (current position) Outside Director of Daito Trust Construction Co., Ltd. Outside Director of the Company (current position) Outside Director of Daito Trust Construction Co., Ltd. (Audit &amp; Supervisory Committee Member) (current position)</p> <p>Outside Director of nosh Co., Ltd. Outside Director of Daito Trust Construction Co., Ltd. (Audit &amp; Supervisory Committee Member)</p>	0
<p>[Reason for nomination as a candidate for Outside Director and a summary of expected roles] As DENTSU INC.'s first female managing director of the creative division and executive officer, the candidate was involved in workplace reform and human capital management and led DE&amp;I promotion efforts, and has abundant experience and knowledge, including currently serving as outside officer in other companies. Based on such extensive experience, she can provide useful and valuable opinions and suggestions from an objective standpoint independent from Directors who conduct business execution. The Company expects that she will also provide supervision and advice, etc. on Directors' business execution from a professional perspective regarding overall human capital management. Thus, the Company has judged that she is an appropriate person for Outside Director of the Company, and renominated her as a candidate for Outside Director. If she is appointed, the Company also expects that she will examine the appointment and dismissal of officers, the officer compensation plan, etc., and will be involved in building a highly objective and transparent governance system as a member of the Nomination and Remuneration Committee.</p>				

(Notes)

1. There are no special interests between each of the candidates for Director and the Company.
2. Ms. Mika Takaoka, Mr. Yosuke Mitsusada and Ms. Chieko Ouchi are candidates for Outside Director. The Company has registered Ms. Mika Takaoka, Mr. Yosuke Mitsusada, and Ms. Chieko Ouchi as Independent Directors as prescribed in the regulations of the Tokyo Stock Exchange.
3. Liability limitation agreements with directors (excluding those who are executive directors)  
The Company has entered into agreements with Ms. Mika Takaoka, Mr. Yosuke Mitsusada, and Ms. Chieko Ouchi in accordance with Article 31 of the Company's Articles of Incorporation to limit their liability pursuant to Article 423, Paragraph 1 of the Companies Act, and the maximum amount of liability pursuant to the agreement is the amount stipulated by laws and regulations. If their election is approved and resolved, the Company plans to retain the said liability limitation agreements.
4. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract stipulated in Article 430-3, Paragraph 1 of the Companies Act covering all Directors as the insured to ensure that officers can fully perform their expected roles in the course of their duties and to allow the Company to obtain superior talent. The insurance premiums are fully borne by the Company. If this proposal is approved as originally proposed, each candidate will be the insured under the said insurance contract.  
The Company has entered into a main contract and a different condition insurance, respectively, and damage caused as a result of the insured officers, etc., including Directors of the Company, assuming responsibilities regarding the execution of their duties or receiving claims pertaining to the pursuit of such responsibilities shall be covered under the said insurance contracts. Provided, however, that there are certain exemptions; for example, damage caused as a result of any conduct committed while knowing that the conduct is in violation of laws and regulations shall not be covered, and the Company takes measures to ensure the appropriateness of the execution of the insured's duties. Also, the said insurance contracts will be renewed with the same contents in September 2026, which is during the term of office of each candidate.

(Reference)

### **Policy and procedures for appointment of Directors**

In order to execute appropriate supervision and decision-making, the Company makes efforts to ensure diversity in the Board of Directors, as well as to optimize the scale of the Board of Directors. The Board of Directors consists of Inside Directors, who possess abundant experience in business operations and expertise, and Independent Outside Directors, who supervise the management team, emphasizing the interests of shareholders while utilizing a high level of expertise, with comprehensive consideration to the balance of knowledge, experience, and capabilities. Moreover, the Company appoints several Independent Outside Directors who satisfy the standards for Independent Directors stipulated by Tokyo Stock Exchange, as well as the requirements in the criteria to determine the independence established by the Company. Based on the above policy, the Board of Directors determines candidates for Director. In addition, when determining the appointment of candidates for Director, the Board of Directors seeks to improve the objectivity and transparency of decision-making procedures by respecting the reports of the Nomination and Remuneration Committee, which conducts deliberations upon consultation made by the Board of Directors. The Nomination and Remuneration Committee is an arbitrary advisory organ to the Board of Directors in which the majority of its members is made up of Independent Outside Directors and the chairperson is an Independent Outside Director.

Additionally, to clarify responsibility for management in each fiscal year, the term of office for Directors is set at one year. We maintain managerial and organizational stability by reasonable measures, such as cutting one's fixed compensation by up to 20%, interviews by members of the Nomination and Remuneration Committee, and retirement thereof, against Inside Directors who fall behind the assessment of performance to a certain degree. (Details of the Company's officers compensation system are described in "3. Matters pertaining to Company Officers, (4) Amount of Compensation, etc. for Directors and Company Auditors for the Fiscal Year under Review" in the Business Report (in Japanese).)

The Company's Criteria to Determine the Independence of Outside Officers is posted on the following Company's website (in Japanese):

[https://www.kyodoprinting.co.jp/ir\\_info/stockholder/pdf/criteria\\_for\\_judging\\_the\\_independence\\_of\\_outside\\_officers.pdf](https://www.kyodoprinting.co.jp/ir_info/stockholder/pdf/criteria_for_judging_the_independence_of_outside_officers.pdf)

(Reference)

The Company formulates the specialties and experience, etc. we expect from Directors and Company Auditors in light of our business strategies, to make appropriate arrangement of knowledge, experience, and capabilities for the Board of Directors as a whole.

A maximum of five skills, as shown by ●, are noted for each Officer.

If Proposal 2 and Proposal 3 are approved, the composition of the Officers, including Company Auditors, will be as follows.

\* The table below is not a complete representation of all specialties and experience possessed by Officers.

Name	Member of the Nomination and Remuneration Committee	(1) Corporate management, business strategies	(2) Sales, marketing	(3) Production, technology, R&D
Reason for skill selection		Due to the necessity to possess the experience and knowledge required to lead Group direction and growth	In order to advance business to achieve Group growth and improved profitability	In order to focus on the creation of new business through manufacturing technology and R&D
Directors	Yoshiaki Fujimori (Male)	○	●	●
	Teruomi Ohashi (Male)	-	●	●
	Hidenori Watanabe (Male)	-	●	
	Takaharu Takahashi (Male)	-	●	●
	Mika Takaoka (Female) [Outside] [Independent]	◎ (Chairperson)	●	●
	Yosuke Mitsusada (Male) [Outside] [Independent]	-	●	
	Chieko Ouchi (Female) [Outside] [Independent]	○		●
Company Auditors	Hideo Akimoto (Male)	-		
	Taeko Arai (Female)	-		
	Masahiko Furutani (Male) [Outside] [Independent]	-	●	
	Yumiko Nijjima (Female) [Outside] [Independent]	-		

(4) IT, Digital transformation (DX)	(5) International business, overseas business management	(6) Legal affairs, risk management	(7) Monetary affairs, management accounting, finance	(8) Human capital management	(9) Sustainability, ESG
Due to the necessity for Group transformation and improved efficiency, as well as creating new businesses	With the Company targeting overseas business expansion, there is a focus on a response and management	As ensuring legal compliance and safe operations are a prerequisite for corporate management	Due to the Company seeking stable finances and efficient allocation of resources	Due to the importance of developing a human resources strategy supporting the Group's growth and competitiveness	As the consideration of sustainability and the environment, society, and governance is essential for improving the corporate value over the medium and long term
		●	●		●
●			●		●
		●	●	●	●
●					●
			●		●
	●		●		●
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		●	●		●

**Proposal 3: Election of One (1) Company Auditor**

Company Auditor Haruyuki Doi will resign at the end of this General Meeting of Shareholders. Accordingly, the election of one (1) Company Auditor is proposed as a substitute.

This proposal has received the consent of the Board of Company Auditors.

The candidate for Company Auditor is as follows:

Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
<b>Taeko Arai</b> (Female) (October 4, 1965)  [New appointment]  [Attendance at the Board of Directors meetings] —  [Attendance at the Board of Company Auditors meetings] —  [Years of service as Company Auditor] —	April 1988 April 2018 May 2020  April 2024  April 2026	Joined the Company General Manager of Legal Division Company Auditor of Kyodo Printing Business Solutions Co., Ltd. Executive Officer and General Manager of Legal Division of the Company Full-time Advisor (current position)	1,550
[Reason for nomination as a candidate for Company Auditor] The candidate has been mainly involved in the Human Resources Division and Legal Division for many years, and has abundant experience and a wide range of knowledge. The Company has judged that she will be able to utilize this in Company audits and supervise business execution by Directors from an objective and neutral standpoint, and nominated her as a candidate for Company Auditor.			

(Notes)

1. There are no special interests between Ms. Taeko Arai and the Company.
2. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract stipulated in Article 430-3, Paragraph 1 of the Companies Act covering all Company Auditors as the insured to ensure that officers can fully perform their expected roles in the course of their duties and to allow the Company to obtain superior talent. The insurance premiums are fully borne by the Company. If this proposal is approved as originally proposed, Ms. Taeko Arai will be the insured under the said insurance contract. The Company has entered into a main contract and a different condition insurance, respectively, and damage caused as a result of the insured officers, etc., including Company Auditors of the Company, assuming responsibilities regarding the execution of their duties or receiving claims pertaining to the pursuit of such responsibilities shall be covered under the said insurance contracts. Provided, however, that there are certain exemptions; for example, damage caused as a result of any conduct committed while knowing that the conduct is in violation of laws and regulations shall not be covered, and the Company takes measures to ensure the appropriateness of the execution of the insured's duties. Also, the said insurance contracts will be renewed with the same contents in September 2026, which is during the term of office of Ms. Taeko Arai.