Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities identification code: 4098
Date of sending by postal mail: June 6 , 2025
(Start date of measures to provide information in electronic format) June 2 , 2025

To our shareholders:

Yasuo Inoue
Representative Director, President and
Chief Executive Officer
Titan Kogyo, Ltd.
1978-25 Oaza Kogushi, Ube City, Yamaguchi Prefecture

NOTICE OF THE 127TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

You are cordially notified of the 127th Ordinary General Meeting of Shareholders of Titan Kogyo, Ltd. (the "Company"), which will be held as described below.

When convening this general meeting of shareholders, the Company takes measures to provide information in electronic format for reference documents for the general meeting of shareholders, etc. (items for measures to provide information in electronic format), and posts this information on the websites listed below. Please access the websites by using the internet addresses shown below to review the information.

Titan Kogyo, Ltd. website
http://www.titankogyo.co.jp/irinfo/shareholder/ (in Japanese)

Ordinary General Meeting of Shareholders website
https://d.sokai.jp/4098/teiji/ (in Japanese)

Tokyo Stock Exchange (TSE) website (Search for a listed company)
https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

(Access the TSE website by using the internet address shown above, enter "Titan Kogyo, Ltd." in "Issue name (company name)" or the Company's securities code "4098" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].")

In lieu of attending the meeting in person, you may exercise your voting rights in writing or by using the Internet, etc., so please read the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights after reviewing the "Guidance on Exercising Voting Rights" (in Japanese only), by no later than 4:30 p.m. on Wednesday, June 25, 2025 (Japan Standard Time).

Meeting Details

1. Date and time: Thursday, June 26, 2025, at 10:00 a.m. (Japan Standard Time)

2. Venue: Head Office
1978-25 Oaza Kogushi, Ube City, Yamaguchi Prefecture

3. Purposes:

Items to be reported:

1. Business Report and Consolidated Financial Statements for the 127th Term (from April 1, 2024 to March 31, 2025), and the results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee
2. Non-Consolidated Financial Statements for the 127th Term (from April 1, 2024 to March 31, 2025)

Items to be resolved:

Proposal 1:	Appropriation of Surplus
Proposal 2:	Election of five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members)
Proposal 3:	Election of three (3) Directors who are Audit and Supervisory Committee Members
Proposal 4:	Election of Accounting Auditor

4. Items to be determined upon convocation of the meeting (Guidance on exercising voting rights)

(1) If you exercise your voting rights in writing (postal vote), lack of approval or disapproval of a proposal on the voting form shall be deemed as a vote of approval of the proposal.

(2) If you exercise your voting rights more than once using the Internet, etc., the last vote to be made shall be deemed the valid execution of voting rights.

(3) If you exercise your voting rights both via the Internet, etc. and in writing (postal vote), the vote via the Internet, etc. shall be deemed the valid execution of voting rights, regardless of the timing that voting rights were executed.

- When attending the meeting in person, we ask that you present the enclosed voting form to the reception desk at the venue.
- For this general meeting of shareholders, the Company shall deliver paper-based documents stating the items subject to measures for electronic provision to all shareholders, regardless of whether or not they have requested them.

  Among the items for measures to provide information in electronic format, in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company, the following items are not provided in the paper-based documents delivered to shareholders.

  (i) Business report on "the overview of the operations of systems necessary to ensure that the execution of the duties by the directors complies with the laws and regulations and the Articles of Incorporation."

  (ii) Notes to Consolidated Financial Statements

  (iii) Notes to Non-Consolidated Financial Statements

  Accordingly, the Business Report, Consolidated Financial Statements and Non-Consolidated Financial Statements included in this document are part of the subject documents audited by the Accounting Auditor in preparing the Accounting Auditor's Report and by the Audit and Supervisory Committee in preparing its Audit Report.
- In the event of any revision arising in the items for measures to provide information in electronic format, notice to that effect and the item before and after the revision shall be posted on each of the aforementioned websites.
- The results of resolutions at this general meeting of shareholders will be posted on the Company's aforementioned website, instead of postal mail as in the past.

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Information

Proposal 1: Appropriation of Surplus

The Company recognizes that improvement of corporate value through business growth and expansion is a priority of the highest order and believes that striving for the return of profits to its shareholders is a management priority.

The Company has given consideration to the business performance of this fiscal year and future business development, and it proposes to pay year-end dividends for this fiscal year under review as follows:

(1) Type of dividend property

Cash

(2) Allotment of dividend property and their aggregate amount

¥10 per common share of the Company

Total payment: ¥29,671,920

(3) Effective date of dividends of surplus

June 27, 2025

Proposal 2: Election of five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all five (5) Directors currently serving (excluding Directors who are Audit and Supervisory Committee Members; applicable to the rest of this proposal) will expire at the conclusion of this meeting. Therefore, the Company proposes the election of five (5) Directors.

The Audit and Supervisory Committee has judged that each candidate is qualified.

The candidates for Director are as follows:

Candidate no.	Name (Date of birth)	Career summary and position/responsibilities in the Company (Significant concurrent positions outside the Company)		Number of the Company's shares owned
1	Yasuo Inoue October 8, 1960	April 1984 October 2014 June 2017 March 2018 June 2019	Joined the Company Executive Officer and Head of Ube Development Center Director, Managing Executive Officer, General Manager of Production Division, Head of Ube Development Center, and Head of Ube Nishi Plant Director and Senior Managing Executive Officer (Engineering) Representative Director, President and Chief Executive Officer (current position)	6,973 shares
	[Reasons for nomination as candidate for Director] Yasuo Inoue plays a role in the sustained improvement of the Company's corporate value through his leadership of the Company's management, decisions on important matters pertaining to management, and supervision of business execution as Representative Director, President and Chief Executive Officer. The Company selected Mr. Inoue as candidate for Director based on this and because he is expected to contribute further to the Company in the future.			
2	Yoshitaka Nagaoka April 13, 1961	April 1984 October 2014 June 2016 June 2017 March 2018 June 2019	Joined the Company Executive Officer and General Manager of Sales Department Director, General Manager of Sales Division, and General Manager of Sales Department Director, Managing Executive Officer, General Manager of Sales Division, and General Manager of Sales Department Director and Managing Executive Officer (Sales) Director, Senior Managing Executive Officer (Sales), and General Manager of Sales Department (current position)	6,981 shares
	[Reasons for nomination as candidate for Director] Yoshitaka Nagaoka possesses a wealth of experience in the Company's sales departments and exhibits leadership in the Company's sales departments as Director and Senior Managing Executive Officer (Sales). The Company selected Mr. Nagaoka as candidate for Director based on this and because he is expected to contribute further to the Company in the future.			

<table>
<tr><th>Candidate no.</th><th>Name
(Date of birth)</th><th>Career summary and position/responsibilities in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">3</td><td>Shigeru Nagaoka
May 21, 1961</td><td>April 1985 Joined the Company
October 2015 Executive Officer and General Manager of Research and Development Department
June 2017 Director, Managing Executive Officer, and General Manager of Research and Development Division
March 2018 Director and Managing Executive Officer (R&D and Production)
June 2019 Director and Senior Managing Executive Officer (Engineering) (current position)
(Significant concurrent positions outside the Company)
Representative Director and President of TBM, Ltd.</td><td>7,055 shares</td></tr>
<tr><td colspan="3">[Reasons for nomination as candidate for Director]
Shigeru Nagaoka possesses a wealth of experience in the Company’s R&D departments and exhibits leadership in the Company’s R&D and production departments as Director and Senior Managing Executive Officer (Engineering). The Company selected Mr. Nagaoka as candidate for Director based on this and because he is expected to contribute further to the Company in the future.</td></tr>
<tr><td rowspan="2">4</td><td>Yoshito Chijimatsu
September 22, 1965</td><td>April 1988 Joined the Company
March 2013 Deputy General Manager of General Administration Department
June 2016 Executive Officer and General Manager of Finance and Corporate Planning Department
June 2019 Director, Managing Executive Officer (Finance and Corporate Planning), and General Manager of Finance and Corporate Planning Department
March 2022 Director, Managing Executive Officer (Corporate Planning, Accounting and Finance), and General Manager of Corporate Planning Department
June 2024 Director, Managing Executive Officer (Corporate Planning, Accounting and Finance, Purchasing and Logistics), and General Manager of Corporate Planning Department (current position)</td><td>6,027 shares</td></tr>
<tr><td colspan="3">[Reasons for nomination as candidate for Director]
Yoshito Chijimatsu possesses a wealth of experience in the Company’s administrative departments and exhibits leadership in the Company’s corporate planning, accounting and finance, and purchasing and logistics departments as Director and Managing Executive Officer (Corporate Planning, Accounting and Finance, Purchasing and Logistics). The Company selected Mr. Chijimatsu as candidate for Director based on this and because he is expected to contribute further to the Company in the future.</td></tr>
</table>

Candidate no.	Name (Date of birth)	Career summary and position/responsibilities in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
5	Atsushi Nishida April 8, 1968	April 1991 Joined the Company March 2015 Deputy General Manager of General Administration Department June 2016 General Manager of Audit Department and Deputy General Manager of General Administration Department March 2017 General Manager of General Administration Department and General Manager of Audit Department June 2017 Executive Officer, General Manager of General Administration Department, and General Manager of Audit Department June 2019 Director, Managing Executive Officer (General Administration, Environment, Safety), General Manager of General Administration Department, and General Manager of Audit Department (current position) (Significant concurrent positions outside the Company) Director of TBM, Ltd.	5,227 shares
	[Reasons for nomination as candidate for Director] Atsushi Nishida possesses a wealth of experience in the Company's administrative departments and exhibits leadership in the Company's general administration, environment and safety, and internal audit departments as Director and Managing Executive Officer (General Administration, Environment, Safety). The Company selected Mr. Nishida as candidate for Director based on this and because he is expected to contribute further to the Company in the future.		

Notes:

1. Director candidate Shigeru Nagaoka serves concurrently as Representative Director and President of TBM, Ltd., which the Company has an equity investment in. In addition, the Company has a business relationship with TBM, Ltd. involving the consignment of administrative operations.
2. Director candidate Atsushi Nishida serves concurrently as Director of TBM, Ltd., which the Company has an equity investment in. In addition, the Company has a business relationship with TBM, Ltd. involving the consignment of administrative operations.
3. There is no special interest between other candidates for Director and the Company.
4. The Company has concluded an officer liability insurance contract with an insurance company pursuant to Article 430-3, paragraph (1) of the Companies Act. This contract covers damages caused by insured persons, including Directors of the Company, during the course of the execution of their duties or receiving a request for the pursuit of such responsibilities (except in cases where it falls under the grounds of indemnification stipulated in the insurance contract). If each candidate is elected and appointed Director, he/she will become an insured person under this insurance contract. In addition, when this insurance policy is renewed, the Company plans to renew it with the same terms.

Proposal 3: Election of three (3) Directors who are Audit and Supervisory Committee Members

The terms of office of all four (4) currently serving Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this meeting. Accordingly, it is proposed that the number of the Directors who are Audit and Supervisory Committee Members be decreased to three (3) by reducing one (1), to be judged that the effectiveness of audits will continue to be ensured in light of the current status of the Company's audit system, including cooperation with Internal Audit Department.

In addition, the consent of the Audit and Supervisory Committee has been obtained for this proposal.

The candidates for Director who is an Audit and Supervisory Committee Member are as follows:

Candidate No.	Name (Date of birth)	Career summary and position/responsibilities in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Masato Matsuzaki August 14, 1959	April 1982 Joined the Company March 2015 General Manager of Purchasing and Logistics Department June 2017 Executive Officer and General Manager of Purchasing and Logistics Department March 2018 Managing Executive Officer (Purchasing and Quality), and General Manager of Purchasing and Logistics Department June 2018 Director, Managing Executive Officer (Purchasing and Quality), and General Manager of Purchasing and Logistics Department June 2019 Managing Executive Officer (Purchasing), and General Manager of Purchasing and Logistics Department March 2022 Managing Executive Officer (Purchasing and Logistics), and General Manager of Purchasing and Logistics Department June 2024 Director (Standing Audit and Supervisory Committee Member) (current position) (Significant concurrent positions outside the Company) Audit & Supervisory Board Member of TBM, Ltd.	1,102 shares
	[Reasons for nomination as candidate for Director who is an Audit and Supervisory Committee Member] Masato Matsuzaki possesses a wealth of experience in all aspects of the Company's operations and also has experience as the Company's Director who is an Audit and Supervisory Committee Member. The Company selected Mr. Matsuzaki as candidate for Director who is an Audit and Supervisory Committee Member based on this and because he is expected to contribute further to the Company in the future.		

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary and position/responsibilities in the Company
(Significant concurrent positions outside the Company)</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">2</td><td>Outside

Hisanori Sato
June 7, 1969</td><td>December 2010 Registered as an attorney at law (Yamaguchi Prefectural Bar Association)
Opened Hisanori Sato Law Office (currently Ube, Sanyo Onoda Law Office)
Representative of Ube, Sanyo Onoda Law Office (current position)
May 2018 Person who should perform duties of Director who is temporary Audit and Supervisory Committee Member of the Company
June 2018 Director (Audit and Supervisory Committee Member) (current position)
(Significant concurrent positions outside the Company)
Representative of Ube, Sanyo Onoda Law Office</td><td>2,569 shares</td></tr>
<tr><td colspan="3">[Reasons for nomination as candidate for Outside Director who is an Audit and Supervisory Committee Member and summary of expected roles]
The Company selected Hisanori Sato as candidate for Outside Director who is an Audit and Supervisory Committee Member because he has high level knowledge as an attorney and he is expected to provide supervision and advice, etc., for Directors' execution of duties from a legal perspective. In addition, if he is elected, the Company plans to have him involved in the selection of the Company's Director candidates and determination of officer remuneration as a member of the Nomination Committee and Remuneration Committee using an objective and neutral standpoint. Mr. Sato has never been directly involved in the management of a company. However, the Company judges he will appropriately fulfill his duties as an Outside Director who is an Audit and Supervisory Committee Member based on the above reasons.</td></tr>
<tr><td rowspan="2">3</td><td>Outside

Fumiko Matsuno
April 25, 1962</td><td>April 1981 Joined Hiroshima Regional Taxation Bureau
July 2014 Director, Co-ordination Division, Shimonoseki Tax Office
July 2015 Tax Tribunal Examiner, Hiroshima National Tax Tribunal
July 2018 Tax Counselor, Management and Co-ordination Department, Hiroshima Regional Taxation Bureau
August 2020 Registered as a tax accountant
Tax Accountant at Kazuo Matsuno Tax Accountants
June 2021 Director (Audit and Supervisory Committee Member) (current position)
January 2024 Tax Accountant at Yoshio Nomura Tax Accountants (current position)</td><td>1,843 shares</td></tr>
<tr><td colspan="3">[Reasons for nomination as candidate for Outside Director who is an Audit and Supervisory Committee Member and summary of expected roles]
The Company selected Fumiko Matsuno as candidate for Outside Director who is an Audit and Supervisory Committee Member because as a certified tax accountant with considerable knowledge of finance and accounting and she is expected to provide supervision and advice, etc., for Directors' execution of duties from an accounting and finance perspective. In addition, if she is elected, the Company plans to have her involved in the selection of the Company's Director candidates and determination of officer remuneration as a member of the Nomination Committee and Remuneration Committee using an objective and neutral standpoint. Ms. Matsuno has never been directly involved in the management of a company. However, the Company judges she will appropriately fulfill her duties as an Outside Director who is an Audit and Supervisory Committee Member based on the above reasons.</td></tr>
</table>

Notes:
1. There is no special interest between any of the candidates for Director who is an Audit and Supervisory Committee Member and the Company.
2. Hisanori Sato and Fumiko Matsuno are candidates for Outside Directors who are Audit and Supervisory Committee Members.
3. The Company has submitted notification to Tokyo Stock Exchange that Hisanori Sato and Fumiko Matsuno have been designated as an independent officer as provided for by the aforementioned exchange.

4. Hisanori Sato is currently an Outside Director who is an Audit and Supervisory Committee Member of the Company, and at the conclusion of this meeting, his tenure will have been seven years.
5. Fumiko Matsuno is currently an Outside Director who is an Audit and Supervisory Committee Member of the Company, and at the conclusion of this meeting, her tenure will have been four years.
6. The Company has concluded an officer liability insurance contract with an insurance company pursuant to Article 430-3, paragraph (1) of the Companies Act. This contract covers damages caused by insured persons, including Directors who are Audit and Supervisory Committee Members of the Company, during the course of the execution of their duties or receiving a request for the pursuit of such responsibilities (except in cases where it falls under the grounds of indemnification stipulated in the insurance contract). If each candidate is elected and appointed Director who is an Audit and Supervisory Committee Member, he/she will become an insured person under this insurance contract. In addition, when this insurance policy is renewed, the Company plans to renew it with the same terms.

[Reference]

Skills Matrix of the Board of Directors after the conclusion of the Ordinary Meeting of Shareholders (tentative)

If the candidates listed in this Notice of the Meeting are elected as proposed, the skill matrix of the Board of Directors will be as follows.

Name	Position	Skill							
		Corporate management	Finance Accounting	Production	R&D	Sales/Marketing	Personnel/General Administration	Legal/Risk Management	International Experience
Yasuo Inoue	Representative Director President and Chief Executive Officer	●		●	●			●	●
Yoshitaka Nagaoka	Director Senior Managing Executive Officer	●				●		●	
Shigeru Nagaoka	Director Senior Managing Executive Officer	●		●	●			●	
Yoshito Chijimatsu	Director Managing Executive Officer	●	●					●	
Atsushi Nishida	Director Managing Executive Officer	●					●	●	
Masato Matsuzaki	Director Standing Audit and Supervisory Committee Member	●		●				●	
Hisanori Sato	Outside Director Audit and Supervisory Committee Member							●	
Fumiko Matsuno	Outside Director Audit and Supervisory Committee Member		●					●	

Proposal 4: Election of Accounting Auditor

The Company's current Accounting Auditor, Grant Thornton Taiyo LLC, will retire upon the expiration of its term of office at the conclusion of this meeting. Accordingly, the Company proposes the election of a new Accounting Auditor.

This proposal is based on the decision of the Audit and Supervisory Committee.

Furthermore, the reason the Audit and Supervisory Committee has nominated Avantia GP as a candidate for Accounting Auditor is that, in addition to the expectation that the change of Accounting Auditor will bring a fresh perspective on audits and enable a more agile audit approach appropriate to the scale of the Company's operations, the Committee has determined, after a comprehensive consideration of the expertise, independence, quality control framework, and audit fees required of an Accounting Auditor, that Avantia GP is suitably qualified to serve in this role.

The candidate for Accounting Auditor is as follows.

(As of May 1, 2025)

Name	Avantia GP		
Office	Principal office	3-8 Sanbancho, Chiyoda-ku, Tokyo	
	Osaka office	2-3-13 Azuchimachi, Chuo-ku, Osaka City, Osaka Prefecture	
	Fukuoka office	3-4-25 HakataEkimae, Hakata-ku, Fukuoka City, Fukuoka Prefecture	
	Sapporo office	4-1-7, Kita-4-joNishi, Chuo-ku, Sapporo City, Hokkaido Prefecture	
History	Founded in May 2008		
Overview	Capital		JPY 63 million
	Employee composition	Partners	21
		CPAs	91
		Junior CPAs	61
		Others	52
		Total	225
	Number of listed companies involved		42